



ISSN: 1995-1132

**CRFM Technical & Advisory Document Series
Number 2012 / 7**

CRFM Consultancy Report on Stakeholder Identification and Analysis of the Flyingfish Fishery in the Wider Caribbean



**CRFM Secretariat
Belize
May 2012**

CRFM Technical & Advisory Document – Number 2012 / 7

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Correct Citation:

CRFM 2012. CRFM Consultancy Report on Stakeholder Identification and Analysis of the Flyingfish Fishery in the Wider Caribbean. CRFM Technical & Advisory Document – Number 2012/ 7. 114 pp.

ISSN: 1995-1132

ISBN: 978-976-8165-55-8

Published by the Caribbean Regional Fisheries Mechanism Secretariat
Belize

Foreword

The study documented in the present report has been completed as part of a contract awarded to the CRFM by the Caribbean Large Marine Ecosystem (CLME) Project “*Sustainable Management of the shared Living Marine Resources of the Caribbean Large Marine Ecosystem and Adjacent Regions*”. The aim of the CLME Project is to assist Caribbean countries to improve the management of their shared living marine resources through an ecosystem based approach. The CLME Project began on 1 May 2009 and will end on 30 April 2013. The Project implementing agency is the United Nations Development Programme (UNDP) in partnership with IOC of UNESCO and the executing agency is the United Nations Office for Project Services (UNOPS).

The aims of the CLME project are being addressed through regional-level and fishery/ecosystem-specific projects and studies. The Project seeks to evaluate and strengthen the technical-scientific information and knowledge base and to use this to inform the formulation of a Strategic Action Programme that will embrace a shared (ecosystem-based) management vision for the CLME, and to document agreed priority actions (policy, legal and investment reforms) for advancing the proposed ecosystem approach.

The CRFM is responsible for executing two Case Studies for the CLME project: these are aimed at strengthening the technical-scientific information and knowledge base and at examining options for promoting an ecosystem approach to fisheries governance for (i) the Eastern Caribbean flyingfish fishery and (ii) the large pelagic fishery. Readers should note that the present report is one of a set of four related reports that document findings of those SAP activities directed at the fisheries comprising the subjects of the two CRFM Case Studies, that is: (i) a review of existing policy, legal and investment arrangements for the governance and management of each of the two fisheries and (ii) stakeholder analyses for the two fisheries. In addition, readers should note that these four reports were reviewed and validated by stakeholders during a validation workshop, held in May 2012, and the report of this Workshop is published also as a CRFM Technical and Advisory Document.

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Acronyms and Abbreviations

ACS-CSC	Association of Caribbean States – Caribbean Sea Commission
ADB	Agricultural Development Bank
ALG	Action Learning Group
ART	Agency for Rural Transformation
ATFA	All Tobago Fisherfolk Association
BARNUFO	Barbados National Union of Fisherfolk Organisations
BFMLA	Blanchisseuse Fisherfolk and Marine Life Association
BGFA	Barbados Game Fishing Association
BHTA	Barbados Hotel and Tourism Association
BRT	Buccoo Reef Trust
CANARI	Caribbean Natural Resources Institute
CARICOM	Caribbean Community
CERMES	Centre for Resources Management and Environmental Studies
CFTDI	Caribbean Fisheries Training and Development Institute
CHTA	Caribbean Hotel and Tourism Association
CLME	Caribbean Large Marine Ecosystem
CNFO	Caribbean Network of National Fisherfolk Organisations
CNIRD	Caribbean Network for Integrated Rural Development
CRFM	Caribbean Regional Fisheries Mechanism
DG-MARE	Directorate General for Maritime Affairs and Fisheries
EAF	Ecosystem-based approach to fisheries management
EMA	Environmental Management Authority
FAC	Fisheries Advisory Committee
FAO	Food and Agriculture Organisation of the United Nations
GDB	Grenada Development Bank
GRENCODA	Grenada Community Development Agency
GSDA	Grenada Scuba Diving Association
ICCAT	International Commission for the Conservation of Atlantic Tunas
IFREMER	Institut Français de recherche pour l'exploration de la mer (Fr.) French Research Institute for Exploration of the Sea
IGFA	International Game Fishing Association
IMA	Institute of Marine Affairs
IOCARIBE	Intergovernmental Oceanographic Commission Sub-Commission for the Caribbean and Adjacent Regions
MFPLMA	Ministry of Food Production, Land and Marine Affairs
MSD	Maritime Services Division
NFML	National Fish market Limited
NPRBA	National Parks, Rivers and Beaches Authority
OECS-ESDU	Organisation of Eastern Caribbean States – Environment and Sustainable Development Unit
PFO	Primary Fisherfolk Organisations
SAP	Strategic Action Plan
SusGREN	Sustainable Grenadines Inc.
SVGCG	St. Vincent and the Grenadines Coast Guard
SVGNT	St. Vincent and the Grenadines National Trust
TDA	Transboundary Diagnostic Analysis
THA	Tobago House of Assembly

TOR	Terms of Reference
TSFA	Tobago Sports Fishing Association
TSL	Trinidad Seafoods Limited
TTCG	Trinidad and Tobago Coast Guard
TTIFA	Trinidad and Tobago Industrial Fishing Association
TTUF	Trinidad and Tobago Unified Fisherfolk Organisation
UWI	University of the West Indies
WECAFC	Western Central Atlantic Fishery Commission

Executive Summary

The Caribbean is the most geopolitical complex region in the world. There are 45 states with diverse languages, cultures and histories. Each state effects management of the shared fisheries resources in their Exclusive Economic Zones. There is little collaborative management of the resources among the states. In addition, several regional organisations with overlapping mandates also manage the shared resources. The context for natural resources management in the region is therefore complex.

The flyingfish fishery is the most economically important small pelagic fishery in the southern Lesser Antilles. There is concern among scientists and policy-makers in the region that limited cooperation among the states and expanding fishing fleets have resulted in over-exploitation of the resource. The Caribbean Sea Large Marine Ecosystem (CLME) project was developed to address those governance needs in several fisheries in the Caribbean including the flyingfish fishery. The Caribbean Regional Fisheries Mechanism (CRFM) is responsible for undertaking the management of the flyingfish study.

As part of the study, the Caribbean Natural Resources Institute (CANARI) was hired to conduct stakeholder identification and analyses of regional and national stakeholders to understand the capacity, willingness and levels of influence of stakeholders, paying particular attention to the precautionary and ecosystem approach to fisheries management (EAF). CANARI was also asked to analyse the challenges and constraints that must be overcome to engage stakeholders in governance and management and to make recommendations for stakeholder engagement in governance.

CANARI's study was conducted in February to May 2012 in five countries - Barbados, Grenada, Martinique, St. Vincent and the Grenadines and Trinidad and Tobago. Several methods were used in the study including a desk study, surveys and interviews, and focus group discussions. A regional validation workshop was held in May 2012 with stakeholders. The comments received at the meeting were included in the report. Participation in the study at the regional level was low.

The study identified stakeholders at the regional and national levels of the fishery. The stakeholders were further classified as intergovernmental, governmental, academic / research, civil society organisations, fisherfolk organisations and private sector organisations.

The study found that most stakeholders at the regional level had high capacity for governance; all were willing to participate in governance; and the levels of influence were high for the direct users and decision-makers. The constraints at the regional level included challenges sharing clear and consistent messages about governance and participatory processes including EAF and having a clear understanding of implementation of participatory governance and management of the fishery in a geopolitically complex region. The recently developed Common Fisheries Policy for CARICOM and the management plan for the flyingfish fishery in the Eastern Caribbean present opportunities for stakeholder engagement in governance.

At the national level, stakeholders who were direct users and decision-makers had low capacities for governance, were willing to participate and had high levels of influence on the fishery. Some indirect users and secondary stakeholders did not consider themselves to be stakeholders in the fishery and were unwilling to participate in governance. Challenges at the national level included low representation in stakeholder organisations, inefficient communication within and among organisations, inadequate understanding of the roles and responsibilities of stakeholders in the fishery and inadequate resources for effective participation in governance. Opportunities at the national level included the increasing awareness of the need for sustainable management and conservation of resources among stakeholders and

the existence of champions within organisations who can act as catalysts for change to participatory measures for management.

The study recommended strategies to engage stakeholders at both the regional and national levels of the fishery. These included development of a participation strategy, communication strategy, action learning groups, mentoring and coaching and the development of a financing strategy. The study concluded that stakeholder engagement in governance would be successful if stakeholders' capacities are built, if there is long-term support for the participatory measures and if there is institutionalisation of collaborative measures in policies, plans and legislation.

1. Background

The four-wing flyingfish (*Hirundichthys affinis*) fishery is the single most important small pelagic fishery in the southern Lesser Antilles. It is a shared resource which is exploited by seven different States (Barbados, Dominica, Martinique, Grenada, St. Vincent and the Grenadines, Saint Lucia, and Trinidad and Tobago). With expanding fleet capacity and limited cooperation among the states exploiting the flyingfish, there is concern that the resource may become overfished.

The Caribbean Large Marine Ecosystem (CLME) Project was designed to assist Caribbean countries in improving the management of their shared living marine resources through an ecosystem approach. A preliminary Transboundary Diagnostic Analysis (TDA) identified three priority transboundary problems that affect the CLME: unsustainable exploitation of fish and other living resources; the degradation and modification of natural habitats; and pollution and contamination. The final TDA will serve as the scientific basis for the development of an agreed program of interventions for the CLME, otherwise known as a Strategic Action Programme (SAP). The SAP will have a shared vision for the CLME and adjacent regions, agreements will be made regarding the priority interventions, reforms and investments required.

The CLME project is grouped into case studies and pilot studies, each representing commercially important fisheries in the Caribbean. The Caribbean Regional Fisheries Mechanism (CRFM) is the responsible agency for carrying out case studies to test governance models at the local, national, sub-regional and regional levels for two of these fisheries - the flyingfish and large pelagic fisheries. The purpose of these case studies is to fill important knowledge gaps that will contribute to the final TDA. The case study on the flyingfish fishery will be carried out in the following countries: Barbados, Dominica, Grenada, Martinique, Saint Lucia, St. Vincent and Grenadines and Trinidad and Tobago. This case study will review and complete the TDA of the fishery and identify and analyse the priority transboundary problems and issues. The policy, legal and institutional reforms needed to address such transboundary issues will also be identified.

The Caribbean Natural Resources Institute (CANARI) was contracted to conduct a stakeholder analysis for each of the flyingfish and large pelagic fisheries in the Caribbean region. This encompasses: identification of primary, secondary and key stakeholders; assessment of stakeholder capacity, level of influence and willingness to participate in the governance and management processes for the flyingfish and large pelagic fisheries. It takes into account the need to promote the precautionary and ecosystem-based approaches to fisheries management (EAF), and explore options and opportunities for successful structured collaboration/networking among stakeholder groups. This report presents the stakeholder identification and analysis produced through a literature review, surveys, interviews and focus group discussions conducted with stakeholders during February and March of 2012. It also includes comments made at a regional validation workshop in May 2012.

1.1 Objectives

The overall objective of the study was to conduct regional and country specific stakeholder analyses of the flyingfish fishery in the Wider Caribbean. The consultant was also asked to use the stakeholder analyses to assess whether a collaborative planning process and management approach is likely to be successful; identify challenges that must be met to increase the likelihood of success; and make recommendations for structured stakeholder collaboration/networking and participation to improve effectiveness and timeliness of decision-making and implementation regarding conservation, taking into account the ecosystem-based approach to fisheries management (EAF) and precautionary approaches.

The parties agreed to deliver both draft and final reports that outlined:

- country-specific stakeholder analyses for four to six countries with:
 - a list of primary and secondary stakeholders;
 - analysis of capacity, level of influence, and willingness to participate in governance;
- regional stakeholder analysis with:
 - identification of a list of key stakeholders from each country and operating at the regional level that could participate in regional governance of the fishery;
 - analysis of capacity, level of influence, and willingness to participate in regional governance;
- an analysis (at the regional and country level) with recommendations for:
 - options and opportunities for each stakeholder group to engage in structured collaboration / networking and hence formal contribution to the conservation and management of the two identified transboundary fisheries;
 - potential success of a collaborative planning process and management approach at the national and regional levels;
 - challenges that must be met to increase the likelihood of success; and
 - structured stakeholder collaboration networking and participation to improve effectiveness and timeliness of decision-making and implementation regarding conservation taking into account the EAF and precautionary approaches.

Further clarity on how to present these arrangements for governance was suggested at the regional validation workshop and the initial report was modified to reflect these suggestions.

See *Appendix I* for the Terms of Reference for the consultancy.

2. Methods

CANARI undertook several activities to achieve the objectives of the study, including a desk review of the different stakeholders in the fishery, interviews / surveys, and focus group discussions with stakeholders in several countries participating in the fishery. The study was conducted in a sample of five of the seven Caribbean countries involved in the fishery. A draft report was produced and circulated for comment. The Caribbean Regional Fisheries Mechanism (CRFM) hosted a regional validation workshop for stakeholders in Grenada in May 2012, to respond to the draft report. Comments made at this workshop were included in the final report.

2.1 Rationale for choosing countries

Five countries were chosen for study. They were Barbados, Grenada, Martinique, St. Vincent and the Grenadines and Trinidad and Tobago. Each was chosen for specific reasons:

- **Barbados:** The flyingfish fishery is historically associated with Barbados. The country has been dubbed the “Land of the Flyingfish”.
- **Grenada:** Grenada has one of the largest quantities of fish landed in the Caribbean and it is a member of the Organisation of Eastern Caribbean States (OECS).

- **Martinique:** Martinique was chosen because it is a Department of France (overseas territory) and does not have full sovereignty over the management of the resource.
- **St. Vincent and the Grenadines:** St. Vincent and the Grenadines is a member of the OECS. The island also has strong links with Grenada through the Grenadine islands.
- **Trinidad and Tobago:** Trinidad and Tobago is an example of a two-island state with disparate focuses for fisheries and complex management system.

2.2 Participatory methods used in the study

CANARI contacted 196 persons for the study. There were 138 unique organisations or stakeholders contacted for the study i.e. within organisations, attempts were made to contact several persons with mixed success. Two persons were contacted to participate in the study in the Caribbean Hotel and Tourism Association. In some cases one stakeholder responded on behalf of two organisations. The respondent from the Food and Agriculture Organisation also responded on behalf of the Western Central Atlantic Fishery Commission.

2.2.1 Desk study

A desk study was used to identify stakeholders that operated at the international, regional and national levels for the fishery. The desk study was used to identify the primary, secondary and key stakeholders at the regional level of the fishery by reviewing 67 documents / websites (e.g. national and regional workshops and conferences and country reports on the fishery). (See the Bibliography).

The stakeholders were classified as being intergovernmental, government organisations, fisherfolk organisations, academia/ research organisations, private sector organisations and non-governmental organisations as requested by the TOR. Six initial stakeholder lists were compiled in January 2012. These initial lists were sent to fisheries agencies for validation, following which telephone calls were made and e-mail correspondence was sent to communicate with stakeholders from February to March 2012 to organise country visits.

2.2.2 Survey

A survey was designed to meet the objectives of the Terms of Reference. This is shown in *Appendix 2*. The survey was e-mailed to regional and country level stakeholders that were identified in the desk study or suggested by other stakeholders, with follow-up telephone calls to alert potential respondents about the e-mail message in February and March 2012. The survey was used as a guide to structure interviews with stakeholders who could not attend the focus group discussion and regional stakeholders based in countries that were not part of the study.

2.2.3 Focus group discussion

The focus group discussions were conducted between February and March 2012. The Fisheries Division in each of the five countries invited ten organisations to participate at the focus group discussions. A focus group discussion was not held in Trinidad and Tobago as most of the participants were unable to attend a meeting.

Following brief review of key concepts as described in *Appendix 3*, facilitated sessions were conducted with participants to identify primary and secondary stakeholders in the fishery in the country and their scope of operation (international, regional or national). The stakeholders were also grouped by the stakeholder categories. The participants then voted for the key stakeholders in the fishery.

The participants identified the capacity of the key stakeholders by indicating the elements of capacity that existed. These were used to rank the stakeholders' capacities as high, medium or low. The participants also discussed the willingness of stakeholders to participate in and the levels of influence on governance and management of the fishery. The challenges, constraints, and possible opportunities for engagement in governance were also discussed. (See *Appendix 4* for the capacity, willingness and influence analyses.)

2.2.4 Regional workshop

The Caribbean Regional Fisheries Mechanism hosted a regional workshop from 2 – 3 May 2012 to bring stakeholders together to validate the draft reports. Stakeholders were given opportunities to comment on the document and suggest changes to improve the contents. These were included in the final document.

2.2.5 Limitations

The responses at the regional level were poor. CANARI contacted 30 organisations at the regional level; only seven responded. All were e-mailed copies of the surveys and five of the seven responded via email. The other two respondents were interviewed over the telephone and via personal visits. The views of these 23 non responsive, critical stakeholders could not be represented in the study. The list of stakeholders contacted and who participated in the study is shown in *Appendix 5*.

Because the study represented the views of stakeholders, it presents the perception of those stakeholders who participated. Several critical stakeholders did not participate in the study. Perception may not represent the reality regarding governance at the regional or national level, demonstrating the need for awareness building among stakeholders.

3. Findings

3.1 Regional level stakeholders in the flyingfish fishery

3.1.1 Stakeholder identification

The table below groups the stakeholders identified at the regional level. 56 stakeholders participating in governance of the fishery at the regional level were identified through the desk study in the five countries. There were seven primary stakeholders including the Caribbean Network of Fisherfolk Organisations (CNFO) and the Caribbean Regional Fisheries Mechanism (CRFM). There were 49 secondary stakeholders. The full list of stakeholders identified at the regional level is shown in *Appendix 6*.

Table 3.1 Number of stakeholders identified- regional

Level of operation	Type of organisation	1°	2°	TOT
International	Intergovernmental	0	10	10
International	Government	0	3	3
International	Fisherfolk organisation	1	0	1
International	Private sector	1	0	1
International	Non-governmental organisation	0	2	2
Regional	Intergovernmental	2	12	14
Regional	Fisherfolk organisation	1	0	1
Regional	Private sector	2	2	4
Regional	Academia / research	0	7	7
Regional	Non-governmental organisation	0	13	13
TOTAL		7	49	56

3.1.2 Capacity and willingness analyses of the regional level stakeholders

Specific defined elements of capacity (in bold, below) were used to analyse the capacity of stakeholders for participation in the governance of the resource. Six stakeholders participating in the study were identified as having high capacities for governance of the flyingfish fishery including the Caribbean Regional Fisheries Mechanism (CRFM). The Association of Caribbean States Caribbean Sea Commission (CSC) was identified as having medium capacity while the Caribbean Network of Fisherfolk Organisations (CNFO) was identified as having low capacity for governance and management of the fishery. A summary of the findings under each element is discussed below.

- **World view and culture:** All the regional level organisations had mandates that reflected participatory management and were engaged in participatory processes.
- **Organisational structure:** The CSC and the CNFO were the only two organisations participating in the study that did not have organisational structures that would allow participatory management. The CNFO has no legal standing in any of its member countries and some Caribbean countries do not participate actively in the organisation. The CSC has yet to form a Secretariat to oversee the management of the Commission and there was no clear structure for stakeholder engagement. Communication and collaboration among the CNFO members and between the CNFO and other stakeholders is constrained by distance among the actors.
- **Adaptive culture and strategies:** Most of the stakeholders surveyed indicated the presence of adaptive culture and strategies although that of the CSC was unknown. The Caribbean Natural Resources Institute (CANARI) has a strong history of adaptive culture and strategies and has specific systems in place to allow it to function as a learning organisation.
- **Linkages:** All the stakeholders surveyed demonstrated the ability to form and maintain relationships to varying degrees.
- **Skills, knowledge and abilities:** Most stakeholders demonstrated technical knowledge of the fishery. Most also had facilitation skills necessary to enable participatory processes.
- **Material resources:** The CNFO and the CSC were the two stakeholders that required further material resources to be effective participants in governance.

All the stakeholders were willing to participate in governance of the fishery. The capacity and willingness of stakeholders are shown in *Appendix 6*.

3.1.3 Level of influence of the regional level stakeholders

The Caribbean Regional Fisheries Mechanism (CRFM) and the Caribbean Network of Fisherfolk Organisations (CNFO) were identified as having the highest levels of influence on governance of the flyingfish fishery. The Caribbean Natural Resources Institute (CANARI), the Caribbean Fisheries Training and Development Institute (CFTDI) and the Association of Caribbean States Caribbean Sea Commission (CSC) were identified as having the lowest levels of influence on the fishery.

Several other organisations may have powerful influences on the governance of the flyingfish fishery in the region but did not participate in the study. The Organisation of Eastern Caribbean States is one such organisation that is believed to have great influence on management and governance of the fishery. The organisation did not participate in the study and the information from the desk study could not be verified. Because of this, the organisation was not plotted on Figure 3.1 below.

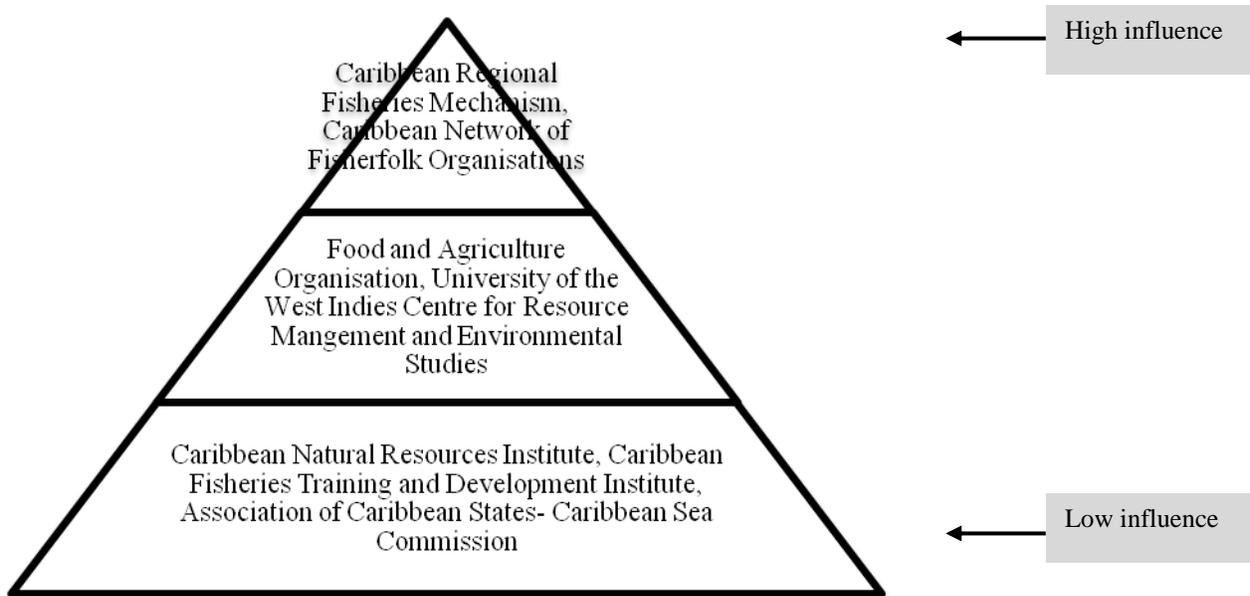


Figure 3.1 Level of influence of stakeholders in the flyingfish fishery

3.1.4 Constraints and challenges for stakeholder engagement

The constraints and challenges described affect both the timeliness and effectiveness of governance measures.

- **Inadequate resources:** Several stakeholders had inadequate funds, time and equipment needed to effectively participate in management and governance of the fishery.
- **Limited knowledge and understanding of how to implement the ecosystem approach to fisheries management (EAF) at different governance levels:** Although adaptive cultures exist in organisations in the region, EAF has not been internalised and implemented at all levels of the fishery. The concept seems to be more readily known and accepted at the regional level than at the national level where many of the measures will be implemented. More guidance is needed on how to move theory into practice at all levels of governance.
- **Inconsistent messages about EAF:** Key stakeholders in the fishery do not share consistent messages about EAF with other stakeholders resulting in confusion about the concept and subsequent non-implementation.
- **Short history of successfully employing participatory approaches to fisheries management within the region:** Many of the countries surveyed have not used participatory processes in management of the resource. EAF requires participatory processes. Uptake will therefore require a paradigm shift for EAF to be successful.
- **Legal and legislative environment for the management of fisheries does not enable participatory approaches:** Fisheries legislation and policies in many countries do not allow stakeholder participation in the policy cycle¹. In most countries full stakeholder participation is confined to ‘data and information’, ‘analysis and advice’ and ‘implementation’. For example in Barbados, as in many of the other Caribbean countries, there is provision for a Fisheries Advisory Committee that makes policy recommendations to the Minister responsible for the fishery.
- **Disconnect between regional management and national management:** There is a perception that decisions made at the regional level should be included in the role of the Fisheries Divisions.

¹ A policy cycle was designed for the governance framework for the CLME. The five stages in the policy cycle are (i) analysis and advice (ii) decision-making (iii) implementation (iv) review and evaluation and (v) data and information

However, the present limited capacity of these bodies would make translation from policy to action difficult. Further, the largely outdated national legal and legislative framework in the region, largely contributing to limited adaptive capacity of organisations involved in the management of the fishery, makes bureaucratic changes to effect management decisions challenging.

- **Perception of fishing as a livelihood:** Commercial fishing is still seen as an industry for those who cannot find employment. The potential of fishing as a livelihood is not always communicated in a positive manner and is not always given prominence in national or regional socio-economic policies.
- **Secondary stakeholders do not see themselves as stakeholders:** Many stakeholders, in sectors such as tourism and agriculture, do not always see themselves as having a stake or interest in the fishery. Improving these stakeholders' understanding of their roles and responsibilities in the governance and management of the resource will be critical for the uptake of EAF at the regional level.
- **Insufficient importance attached to communication:** Specific messages on the governance of the fishery need to be translated to target audiences to enhance the understanding of their role and function in effecting good governance of the fishery. Regional management organisations, like the CRFM, have vacancies for Communication Specialists that are not filled affecting the efficacy of their communication while other regional management organisations have communication strategies that are not being implemented.

3.1.5 Opportunities for engagement in management and governance

Several opportunities for engagement of stakeholders exist.

- **Existence of champions:** Several regional organisations have persons on staff who are interested in the management of the fishery beyond the dictates of their organisations. These persons can be used within the countries to catalyse EAF practices.
- **Regional organisations with high capacity, interest and influence:** The Caribbean Regional Fisheries Mechanism (CRFM) for example, has high capacity for governance and a large degree of influence on regional processes. Organisations such as the CRFM can lead on:
 - translating the concept into regional policy with suggestions for implementation;
 - conducting research in response to identifying on-the-ground application of EAF in the region;
 - communicating on-the-ground approaches to EAF; and
 - communicating key messages to target audiences to enhance understanding of their role and function in effecting good governance of the fishery.
- **Existence of the Common Fisheries Policy for the Caribbean:** The policy includes both precautionary and participatory approaches to management of fisheries in the region. It provides a common forum for negotiating regional measures for management and governance of the fishery.
- **Recent development of a management plan for the flyingfish fishery in the Caribbean:** The CRFM recently announced that a management plan has been developed for the fishery to be implemented by the middle of 2013. Although it is not known if the plan was developed through a participatory process, it is known that the plan asks participating countries to work together to manage the resource.
- **Increasing importance of food security as a regional priority:** The current salience of food security for the region can catalyse and support the need for improved regional governance of the fishery.

- **Increasing body of knowledge on how to facilitate participatory management of natural resources:** There has been considerable research in the region documenting the capacities required, and benefits gained from participatory governance [example in (CANARI, 2003; Geoghegan, 2004; Renard, Brown, & Geoghegan, 2001)]. This has largely improved buy-in to the concept among natural resource managers and has fuelled incorporation of the concept into natural resource management policy. However, translation of the concept into practice has been limited to the consultative end of the continuum of participation².

3.2 National level stakeholder identification and analysis of the flyingfish fishery in the Caribbean

3.2.1 Stakeholder identification in the five countries

The stakeholders participating from each of the five countries are shown in *Appendix 5*. The complete lists of all the country stakeholders and the lists of key stakeholders are shown in *Appendix 7*. There were 18 international, 31 regional and 276 national stakeholders identified in the study. In many cases a stakeholder was identified several times in different categories. The Caribbean Network of Fisherfolk Organisations for example, was identified by four of the five countries participating in the study as stakeholder at the national level of the fishery. Most of the stakeholders identified were government organisations (see Table 3.2).

Table 3.2 Number of stakeholders identified in the five countries

Level of operation	Type of organisation	Bar	GND	Mar	SVG	T&T
International	Intergovernmental	2	4	3	4	5
	Fisherfolk organisation					
	Private sector					
	Academia/ research					
	Non-governmental					
Regional	Intergovernmental	4	2		2	4
	Government					
	Fisherfolk organisation	1	1		1	1
	Private sector		1		1	
	Academia/ research	1		5		3
	Non-governmental		1			3
National	Intergovernmental					
	Government	10	25	7	23	27
	Fisherfolk organisation	7	10	14	5	18
	Private sector	11	19	11	17	28
	Academia/ research		2			4
	Non-governmental	3	14	1	13	7

3.2.2 Capacity analysis of the national level stakeholders

There is the perception among stakeholders that very few actors have sufficient capacity to participate in governance of the flyingfish fishery within the countries. Certain characteristics (identified through the analyses) are shared among the stakeholders with high capacity for governance:

² In the continuum of participation, at the extreme left processes are top-down and consultative. At the extreme right, management is transferred to stakeholders. In between, roles and responsibilities are shared. (CANARI, 2011)

- Large percentage of the staff is highly trained, most with tertiary level of education (e.g. Caribbean Regional Fisheries Mechanism and the Centre for Resource Management and Environmental Studies)
- Exist as regional organisations (e.g. French Research Institute for the Exploitation of the Sea [IFREMER], Caribbean Fisheries Training and Development Institute [CFTDI])
- Sharing information is mandated as one of the roles of the organisations
- Organisation is well known by the stakeholders
- Culture for participatory management exists within the organisation
- Research is a core function and drives most activities undertaken
- Have culture of adaption (demonstrated ability to change with changing external factors)
- Form partnerships with other stakeholders to effect mandates
- Have diverse sources of funding
- Have the finances and equipment necessary to carry out their core functions

The characteristics of the stakeholders with medium for governance of the flyingfish fishery include:

- Indirect users of the resource (Grenada SCUBA Diving Association, Ministry of Tourism [SVG])
- Not readily recognised as being actors in governance
- Have technical skills, knowledge and abilities
- Can form relationships with other stakeholders to be effective partners in governance

The characteristics of the stakeholders with low capacity for governance of the fishery include:

- Direct users of the resource (e.g. fishers)
- Directly involved in governance of the resource (e.g. Fisheries Division)
- Sometimes perceived as not working well with others (e.g. fishers)
- Not organised into formal groups to engage effectively in governance processes (e.g. consumers in Barbados and Martinique)
- Inadequate material resources to participate in governance (funding is especially needed)
- Communication with other stakeholders is not always considered and when information is shared the pathway is often ineffective
- Communication within the stakeholder groups not always effective (e.g. fisherfolk organisations, Fisheries Division in Grenada, Tobago House of Assembly)
- Require additional technical skills, knowledge and abilities to contribute effectively to management
- Require facilitation skills or the skills to identify type of facilitators needed for participatory processes
- Lack formal adaptive strategies but informal strategies in the case of the fisherfolk organisations seemed to have been effective (organisations surviving despite not having formal adaptive strategies)

The capacity analysis for each stakeholder is shown in *Appendix 8*.

3.2.3 Willingness analysis of the national level stakeholders

Most stakeholders in all five countries were willing to participate in governance and management of the flyingfish fishery. Table 3.3 shows the reasons given for willingness or unwillingness to participate in governance and management of the flyingfish fishery.

Table 3.3 Reasons given for willingness to participate in management of the flyingfish fishery

Willingness	Reason given	Example of stakeholder
Willing	Traditional users	Barbados National Union of Fisherfolk Organisations Caribbean Network of Fisherfolk Organisations
	Legal mandate	Fisheries Divisions in Barbados, Grenada, St. Vincent and the Grenadines and Trinidad and Tobago Caribbean Regional Fisheries Mechanism
	Derive economic benefit	Fish processors and vendors
	Statutory responsibilities for aspects of the resource management and governance	Trinidad and Tobago Coast Guard Maritime Services Division National Parks, Rivers and Beaches Authority (St. Vincent and the Grenadines) Ministry of Foreign Affairs (Trinidad and Tobago) Ministry of Tourism (Barbados) Ministry of Health (Grenada)
	Research associated with the resource	Centre for Resource Management and Environmental Studies Caribbean Regional Fisheries Mechanism Institute of Marine Affairs French Research Institute for the Exploitation of the Sea (IFREMER)
	Conservation of the resource	St. Vincent and the Grenadines National Trust Grenada Community Development Agency
	Enjoyment and individual concern about the resource	Consumers in Barbados and Martinique
Unwilling	Believes the management becomes weakened	Spice Island Bill Fish Tournament Committee
	Resource management and governance of limited importance to the stakeholder	Sustainable Grenadines Inc.
	Does not consider itself a stakeholder in governance	Sustainable Grenadines Inc Spice Island Bill Fish Tournament Committee

The individual analyses are shown in *Appendix 9*.

3.2.4 Level of influence

The following list indicates characteristics of the stakeholders' levels of influence:

- In most cases, the stakeholders with the highest levels of influence were those that were traditional users of the resource (fishers) and those that had legal responsibility for management of the fishery (Fisheries Division). These are the stakeholders most directly involved in the fishery.
- In several countries, those with the highest levels of influence are fewer in number than those with the lowest levels of influence (Grenada, St. Vincent and the Grenadines, and Trinidad and Tobago).

- Stakeholders with lower levels of influence were those that were indirectly involved in management and governance of the fishery (Energy Division in Grenada, Cooperatives Department in St. Vincent and the Grenadines) or those who were recreational users (consumers in Barbados and Martinique and sport fisher in St. Vincent and the Grenadines).
- Stakeholders with higher levels of influence are those most willing to participate in management and governance of the flyingfish fishery (Fisheries Divisions, Regional Council- Martinique).
- Stakeholders with lower level of influence are those that are least willing or unwilling to participate in management and governance of the fishery (Sustainable Grenadines Inc., Spice Island Bill Fish Tournament Committee).
- There is an inverse relationship between capacity and level of influence. The Fisheries Division and the fishers that have high levels of influence also have lower capacity (e.g. Grenada, Trinidad and Tobago).

The levels of influence of individual stakeholders are shown in *Appendix 10*.

3.2.5 Constraints and challenges for stakeholder engagement

Several constraints and challenges exist that prevent stakeholder engagement in management and governance of the flyingfish fishery in the Wider Caribbean.

- **Inadequate organisation among stakeholders from civil society:** Several stakeholders are not organised into structured groups. This can make their participation in management and governance challenging, as a collective voice is absent.
- **Inadequate representation of stakeholders in existing organisations:** BARNUFO's members for example, do not always participate in the organisation nor do they regularly attend meetings about decisions on the fishery. Many fishers do not see the value of spending time talking about fishing that can be otherwise spent earning a living. Low participation in organisation limits the representativeness of the stakeholder group and weakens the overall contribution to governance.
- **Inadequate resources:** Most stakeholders indicated that they will need more funding to be effective participants in management and governance. However, sufficient time, materials and equipment are also needed to enable effective participation. The Fisheries Division in Grenada and the Tobago House of Assembly have Fisheries Extension Officers that reported that they are not always given the resources necessary to effectively represent the view of fisherfolk in management decisions.
- **Meeting places unsuitable:** The fishers and the primary fisherfolk organisations (PFOs) believed that the meeting places chosen for discussion of matters relating to the fisheries are often not the most convenient for them. The venues are often some distance away from their bases of operation and involve lengthy investment of travel time that takes away from earning money.
- **Time of meeting unsuitable:** Fishers believe that the times set for meetings are prohibitive as they are often scheduled for times when they have to go fishing.
- **Inadequate information available to participate effectively in governance:** Several stakeholders (e.g. fishers and consumers in Barbados) do not have information that can help them make informed contributions to the fishery. At the regional meeting, few fishers were aware of the recorded catch of flyingfish documented in the FAO's report on the Third Meeting of the Western Central Atlantic Fishery Commission (WECAFC) Ad Hoc Flyingfish Working Group of the Eastern Caribbean.
- **Chosen pathways and products ineffective:** Many studies have been conducted on fisheries management in the region. However, the important information produced through these studies is housed in technical reports on websites, which is largely inaccessible to resource users because of the technical language used and the unappealing length of some of these documents.

- **Communication within organisations not always effective:** Particularly in government agencies, messages concerning management decisions are often not clear as the messages become distorted as they are transferred through the long chain of command. This affects the effectiveness and timeliness of management and governance actions.
- **Insufficient prominence of some key stakeholders:** Stakeholders like the Trinidad and Tobago Unified Fisherfolk organisation (TTUF) are not always identified and included in participatory management processes about the fishery. This suggests that there is a need for these organisations to enhance their efforts to communicate their activities to others. These organisations are therefore not included in critical processes and the concerns and views of their constituents are not addressed.
- **Insufficient coordination for management and governance:** It was pointed out that there are insufficient meetings and limited structures among the different sectors (e.g. fishing, tourism, agriculture, etc.) to contribute to effective management of the resource.
- **Short history of effective participatory measures employed in the management of natural resources within countries:** In spite of the growing body of knowledge of effective participatory measures employed for natural resource management, few successful examples exist within the countries so there is little demonstration of the benefits of the concept.
- **Perception of fishing:** In some countries, the importance of fishing to the economy is often under-valued (e.g. Trinidad and Tobago, Barbados) so there are limited resources allocated to the sector.
- **Stakeholders not concerned about management and governance:** Stakeholders understand that governance structures must be changed to ensure the sustainability of the resource but have not made the connection between participating in meetings and contributing to measures that must be implemented and enforced for the resource to be sustainable.
- **Stakeholders unwilling to participate:** Several stakeholders were unwilling to participate in management and governance of the resource for several reasons:
 - Management and governance are weakened when too many stakeholders participate in the processes.
 - They do not believe that they have a stake in the management and governance of the resource.
 - Stakeholders do not want to be part of governance and management despite understanding their roles and responsibilities.
- **Low organisational capacity of the primary fisherfolk organisations:** Unavailability of time and inadequate access to and understanding of communication technology limit the effectiveness of the organisations' participation.
- **Insufficient awareness of the roles and responsibilities of different actors in management and governance:** Stakeholders are not always aware of the role of other actors in management and governance of the fishery. There are two implications of this: (i) critical stakeholders may be left out of management and governance; and (ii) in a participatory process where stakeholders are not aware of the roles of others, perception of roles may not match reality. Both result in insufficient/inaccurate information being used in processes that become weakened.
- **Conflicts among stakeholders:** Stakeholders do not want to work together to manage resources because of conflicts. Conflicts undermine trust among stakeholders which is a foundation element in participatory approaches to natural resource management. Fishers and the Fisheries Division in Grenada were at odds because the fishers believed the government agency was not doing enough to prevent the decline of the bait fishery. Fishers in St. Vincent and the Grenadines complained that fishers from other islands were "stealing" their catch. In such an environment of mistrust, participatory management is challenging.

- **Inadequate data collection:** There needs to be more consistent and timely scientific, social and economic data collected on the fishery and the findings communicated in ways that all stakeholders can understand for effective contribution to management and governance.
- **Organisational structures that do not allow for easy stakeholder engagement:** Many government organisations have structures that have limited avenues for participatory stakeholder inclusion in governance.
- **Inadequate understanding of the need for facilitation:** An understanding of the value of facilitation of participatory processes in the region is at best limited. Few organisations in the region recognise and understand that facilitation is "a process of helping groups or individuals come to a common objective without imposing, dictating or manipulating an outcome. Facilitation empowers individuals or groups to find their own answers to problems or plan approaches to issues identified" (CANARI, 2011). Ineffective or nonexistent facilitation has hampered the effectiveness of implementation of participatory processes and has fuelled mistrust among stakeholders.
- **Flyingfish fishery not perceived as important for some states in the Eastern Caribbean:** Both Grenada and St. Vincent and the Grenadines placed little importance on the flyingfish fishery. In Grenada, the fishery is used mainly to provide bait to support the more lucrative large pelagic fishery. In St. Vincent and the Grenadines, stakeholders reported that the fishery was non-existent.

3.2.6 Opportunities for engagement in management and governance

- **Willingness to participate:** The majority of stakeholders indicated a willingness to participate in management and governance.
- **Existence of champions within key organisations:** Several regional organisations have persons on staff who are interested in participatory management of the fishery beyond the dictates of their organisations. These persons can be used within the countries to move interest in the concept from support of the theory into practice.
- **National commemoration of environmental days:** In most countries, several international and national environmental days are celebrated. These can be used as avenues to increase the awareness of issues surrounding the governance of the fishery at the national level.
- **Changing policies and plans that increasingly employ participatory measures:** Several countries have changed or are in the process of changing their natural resource management policies and plans (including fisheries management plans). These plans increasingly recommend the use of participatory measures in management.
- **Increasing environmental awareness among stakeholders:** Consumers in several countries are now more conscious of the need to conserve natural resources. Consumer-driven demand can be used as an opportunity to introduce and implement participatory approaches to management.

4. Recommendations for structured stakeholder engagement in management and governance

4.1 Strategies for structured stakeholder engagement

Several strategies can improve stakeholder engagement in management and governance of the flyingfish fishery in the Wider Caribbean at both the regional and national levels. These include:

- Development of a participation strategy with an implementation plan
- Development of a communication strategy with an implementation plan
- Action Learning Groups (ALGs) to improve peer learning and support for engagement in governance

- Mentoring and coaching of several stakeholder groups
- Development of a financing strategy with fund-raising plan

Participation strategy

A participation strategy is developed with the full involvement of key stakeholders. It can be used to:

- analyse the interests, rights, roles and responsibilities of the stakeholders;
- detail the extent to which each stakeholder should be involved in governance i.e. what is the desired level of participation and the places in the CLME policy cycle where stakeholders should be engaged and their role in the policy cycle;
- determine the types of participation that will be facilitated for different stakeholders;
- identify conflicts and develop and implement a conflict management plan that includes negotiation and mediation;
- use the capacity assessment provided in Appendix 8 to develop and implement capacity building interventions including specific training to address identified capacity needs so that stakeholders can effectively participate in management;
- facilitate stakeholder participation using various processes as appropriate to stakeholders needs, capacity and desired level of participation; and
- ensure that there is stakeholder engagement in governance and that the final decisions are shared with the stakeholders.

An implementation plan should also be developed to ensure that the participation strategy is effected. It is recommended that key stakeholders within each country (national level) and in the region (regional level) work together to create and implement a participation strategy for management and governance that will (The steps in a participation strategy are shown in Figure 4.1)

Communication strategy and implementation plan

A communication strategy with clearly defined target audiences and messages that are simple, clear and concise be developed to ensure that there is consistency of the messages across target audiences. The communication strategy should incorporate ways of gaining stakeholder feedback to ensure that there is two-way communication. There should be a monitoring and evaluation component to gauge initiatives and allow adaptation to changing environment. The communication strategy should be developed in tandem with the participation strategy so that the appropriate products and pathways (e.g. meetings, online forums, etc.) can be used to transmit information to stakeholders. These are dependent on the desired level of their participation as more resources will be allocated for those deeply involved in management and governance.

Several communication strategies have been developed for various organisations in the region but have not been implemented. The CLME Project also designed a communication strategy that remains largely unimplemented. These strategies may provide a good foundation to develop a regional strategy with an implementation plan to realistically address communication needs on the implementation of EAF in the region.

Action Learning Groups (ALGs)³

Action learning is a powerful approach that creates dynamic opportunities for individuals, teams, leaders and organisations to successfully adapt, learn and innovate. Members for the ALG should be drawn from key national and regional organisations with relevant skills, knowledge or experience to contribute to research and capacity building on EAF. ALG members are expected to disseminate and apply research findings within their countries, institutions and sectors. Representation on the group is multi-sectoral, with representation from key areas such as technical and financial support agencies, Fisheries Divisions, fishers, and agencies involved in poverty reduction, social development and rural livelihoods.

The action learning approach involves a cyclical process of:

- ALG members bringing forward specific challenges faced and key questions (*for example: What is the best way to reach policy-makers? What are the relevant policies from other sectors that need input from the stakeholders?*);
- facilitated reflective questioning by members of the ALG to analyse the multiple dimensions of the complex problem and stimulate creative and innovative thinking on new ways to approach the problem;
- facilitation of collective analysis of ideas and identification of potential solutions and practical actions by the ALG;
- ALG members testing these actions on the ground;
- systematic and deliberate evaluation by the ALG members during implementation to ensure active learning;
- members involved in testing actions sharing experiences with the ALG for collaborative reflection and analysis of lessons and recommendations, which will be fed back into the cycle for further action learning.

Peer support and learning are emphasised as integral parts of the action learning approach. Stakeholders are seen as the ‘experts’ who can best work together to solve the complex problems that they are facing. Capacity is built not through communication of ‘knowledge’ by outsiders but by innovative thinking and testing on the ground.

The action learning approach promotes sustainability and achievement of results by focusing on building relationships and facilitating collaboration, ensuring ownership of the actions, and building capacity.

Mentoring and coaching⁴

It is also recommended to use mentors and coaches, drawn from a pool recommended from the ALG, who can provide technical assistance to stakeholders to support their participation in flyingfish fishery management and governance.

Mentoring is a relationship which gives ‘mentees’ (the people being mentored) the opportunity to share their professional and personal skills and experiences, and to grow and develop in the process. It is a power free, two-way mutually beneficial learning situation where the mentor provides guidance, shares knowledge and experiences using a low pressure, self-discovery approach. It is a developmental, caring, sharing, and helping relationship where one person invests time, know-how, and effort in enhancing another person’s growth, knowledge, and skills, and responds to critical needs that prepares the individual for greater productivity or achievement in the future.

³ Section taken from (CANARI/CERMES/CRFM, 2012)

⁴ Section taken from (CANARI/CERMES/CRFM, 2012)

A mentor's role is to:

- listen;
- provide constructive feedback and help their mentee consider options;
- assist mentees to find resources and share their own experiences;
- help to identify areas for development;
- allow opportunities to practice new skills;
- ask questions to cause further exploration of ideas or to challenge their mentee's thinking; and
- provide guidance, not direction, and do not solve problems but act as a collaborator in the problem solving process.

A mentor's responsibilities are to:

- maintain confidentiality;
- be accessible;
- listen actively to the mentee;
- promote responsible decision-making;
- motivate and support the mentee to achieve their goals;
- ensure a professional relationship;
- act as a role model; and
- recognise when it is time to relinquish the mentoring role.

The mentoring model involves four components for assessment of mentees:

- *Where are they going?* Initiate exploration by looking at: What is the current situation? What factors are impacting on the situation? How do they affect the situation? Why should it change?
- *Where do they want to be?* Facilitate learning by looking at: What do we know? What are the implications? What could be different? What might be done? What might be the consequences of the actions contemplated? What then, are realistic goals?
- *How will they get there?* Guide the planning process by looking at: How might the goals be achieved? What actions would be needed? How will it be done? What resources will be needed? How will progress be monitored?
- *How are they progressing?* Support experimentation by looking at: How is it going? Are adjustments needed? Are the expected outcomes being produced? Are there unexpected outcomes? What could be done differently next time?

Coaching involves supporting a stakeholder to build specific skills. Technical assistance provided to fisherfolk for example, will build their skills in communication, advocacy, and networking. Key technical knowledge on flyingfish fishery governance and management issues can also be provided by the mentors.

Financing strategy with fund raising plan

A financing strategy can improve the financial sustainability of management and governance of the flyingfish fishery in the Wider Caribbean. It is a strategy to guide fund-raising for various aspects of governance. The financing strategy should include budgets with the minimal amount necessary to achieve the core objectives of governance and management of the fishery. It should identify various sources of funding and include innovative mechanisms to improve the sustainability of the governance measures.

Several strategies can be used to address a challenge to support stakeholder engagement in governance. The communication strategy is recommended to develop and clarify messages about governance and participatory processes but the ALG can be used to identify the target audiences and the pathways. Mentoring and coaching can offer one-on-one support to the stakeholders as they craft messages. The participation strategy can be used to determine the members of a particular ALG while the financing strategy can be used to determine the source of funding for the ALG and the implementation of the communication strategy. The matrix in Appendix 11 shows how the various strategies described above can be used to address the challenges and constraints for stakeholder engagement at the regional and national levels.

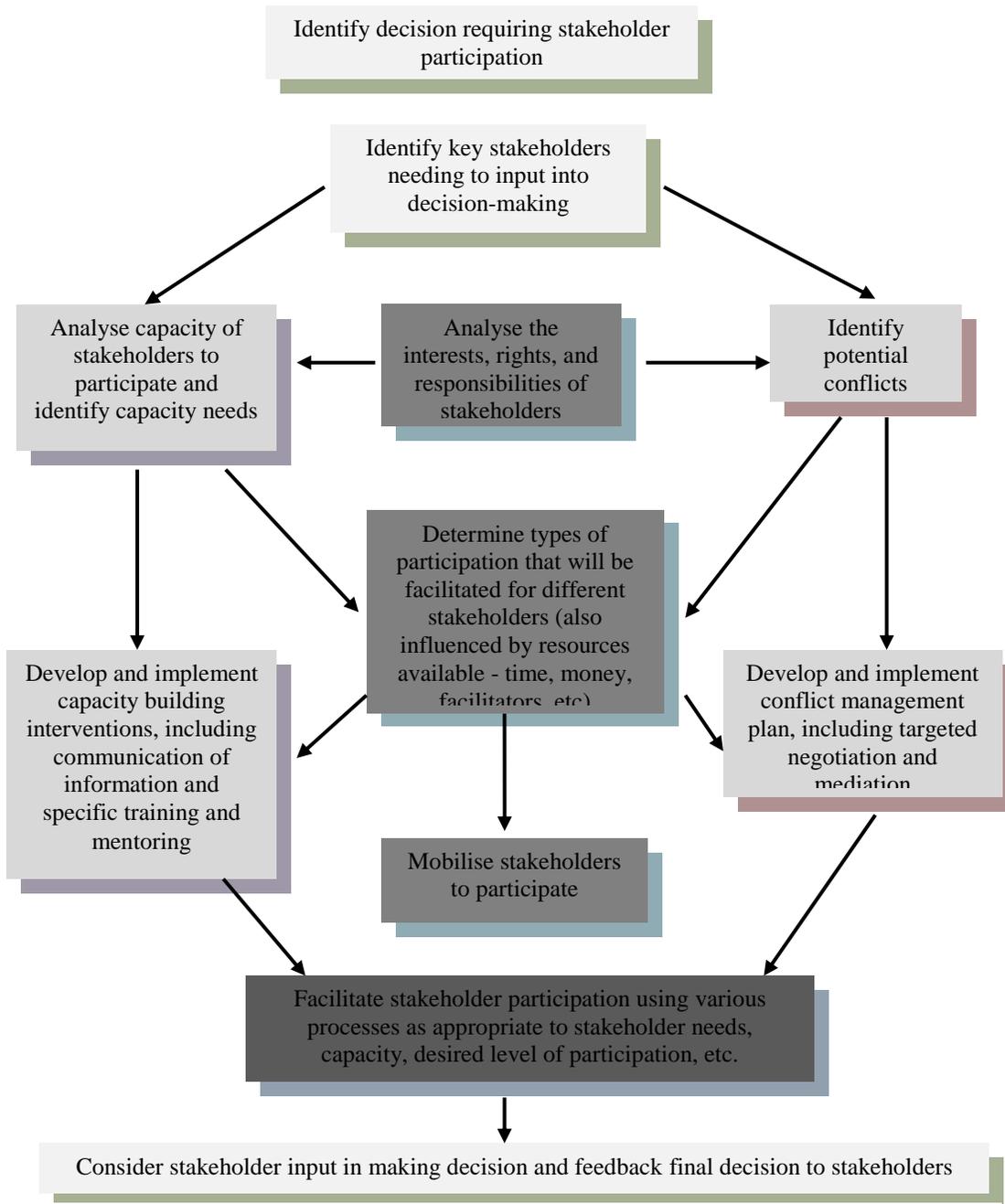


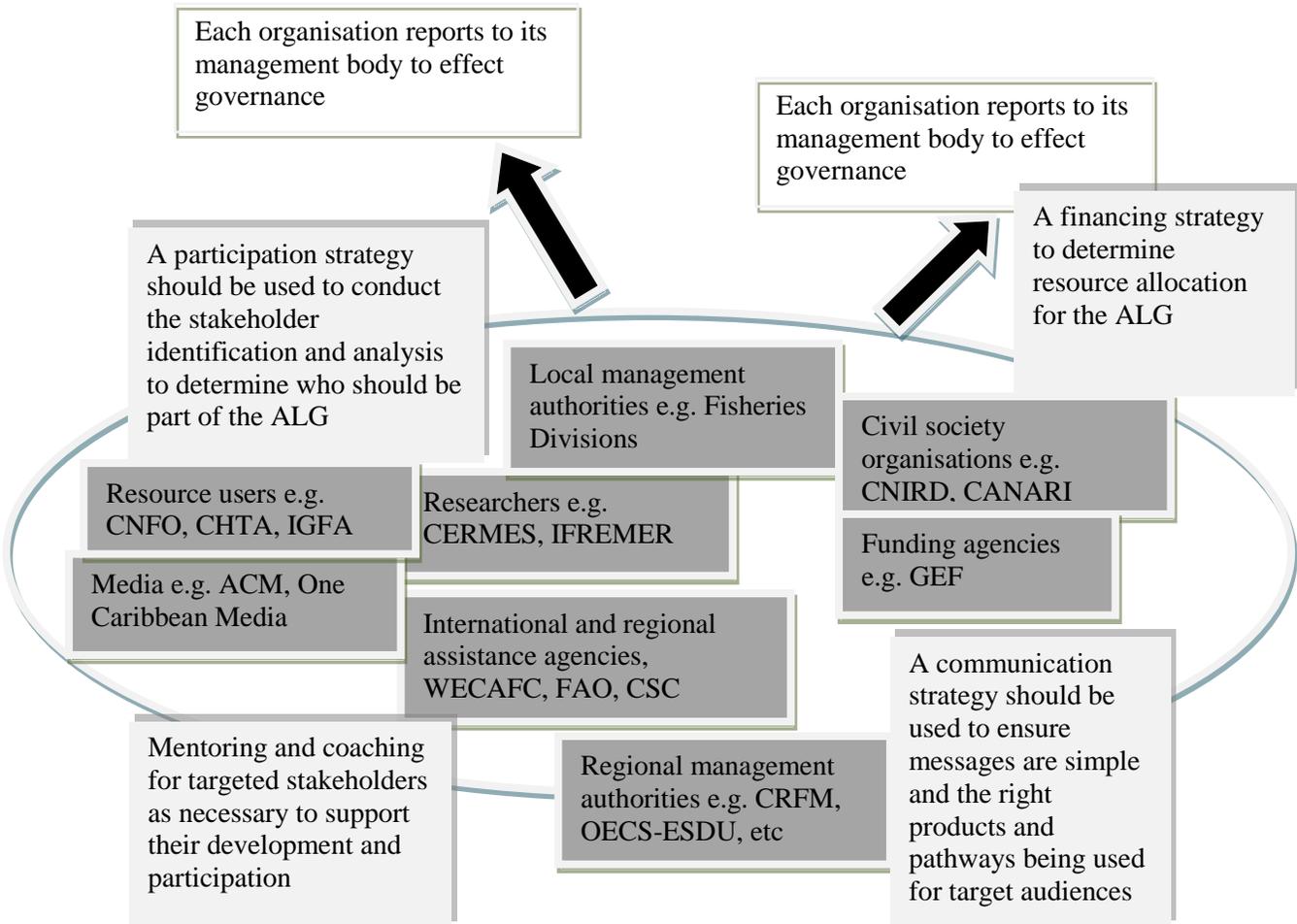
Figure 4.1 Key steps in an idealised participation strategy

4.2 Approaches for stakeholder engagement in governance

It is strongly suggested that policy makers develop a participation strategy to determine which stakeholders should be engaged in the stages of the policy cycle. The figures below are suggestions for structured stakeholder engagement in governance. Institutional arrangements are the focus of another study.

Regional level

An ALG is recommended for structured engagement of stakeholders at the regional level (Figure 4.2).



Benefits of the approach

- Engages all critical stakeholders in governance
- Adopts a learning approach to stakeholder engagement in regional governance

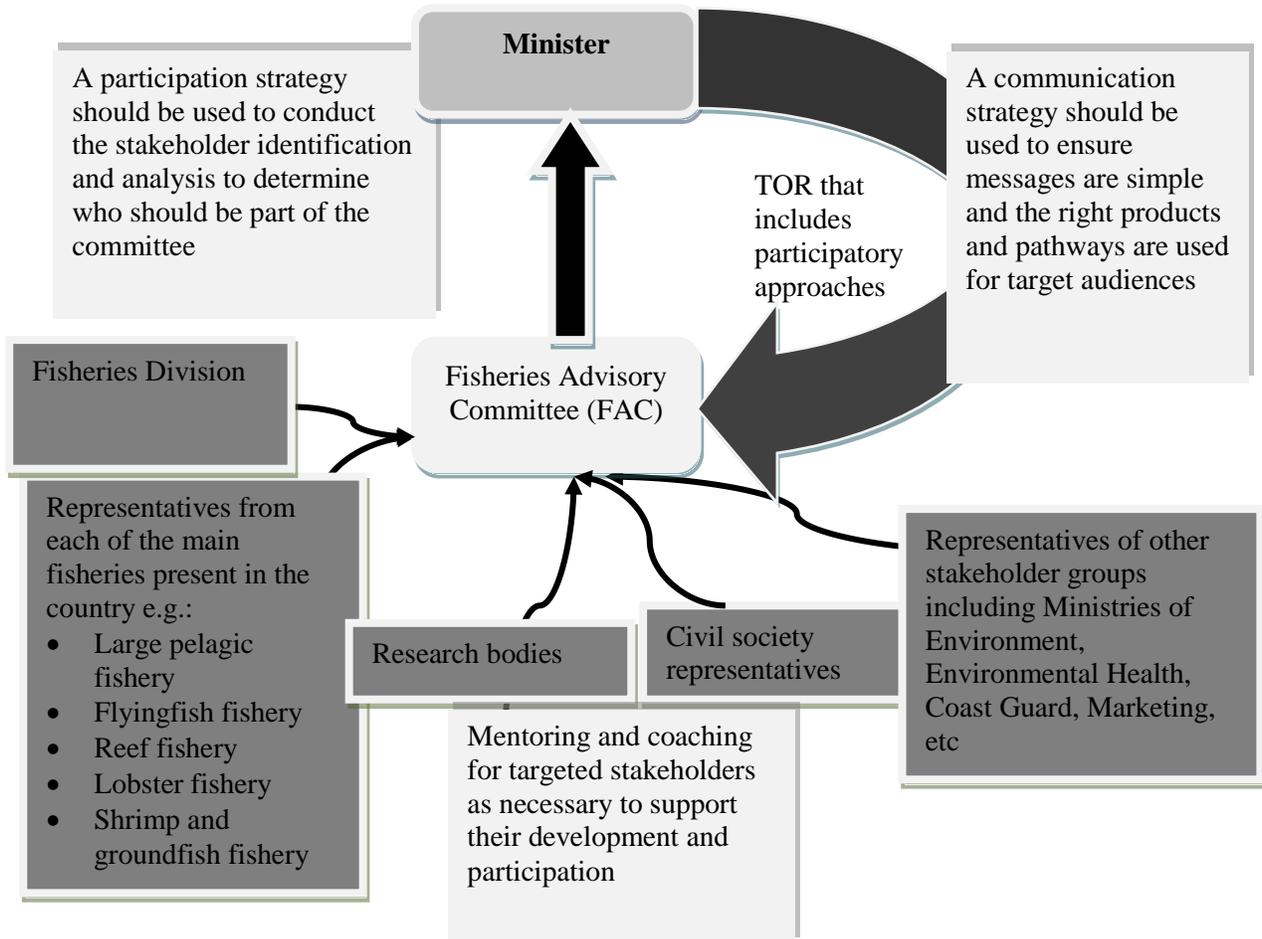
Challenges of the approach

- Not a management body so other institutional arrangements must be made for formal governance

Figure 4.2 An ALG for stakeholder engagement in governance of the large pelagic fishery

National level

Two types of stakeholder structures are recommended for the engagement of stakeholders at the national level: (i) the re-organisation of existing fisheries advisory committees and boards in Figure 4.3 or (ii) species-specific management committees and boards in Figure 4.4.



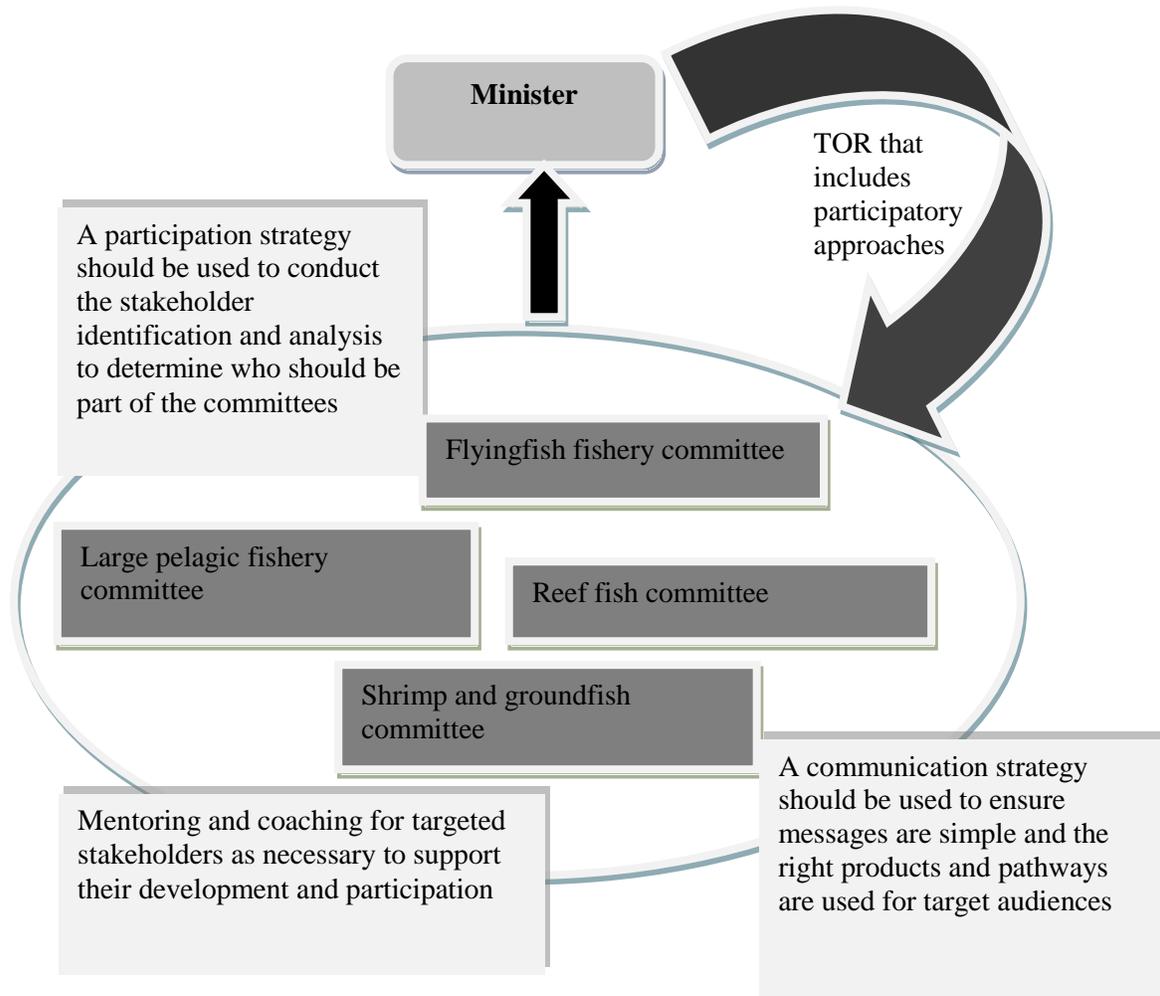
Benefits of the approach

- Low cost in terms of time- some countries already have existing fishery advisory committees and boards that can be adapted to meet EAF needs
- Low cost in terms of funding (limited number of stakeholders involved = lowered cost)
- Includes several types of fishing in one structure so that a true ecosystem approach is practiced.

Challenges of the approach

- Limited number of participants as the size of the committee/board is a limiting factor
- Focus on one particular species would be lost
- Low possibility for the livelihood-driven research

Figure 4.3 Using the fisheries advisory committees and boards as multi-stakeholder committees but with new TORs



Benefits of the approach

- Large number of participants involved
- High possibility for research to be livelihood driven that will have greater buy-in from the stakeholders
- Focussed approach to management since specific to only one species

Challenges of the approach

- Takes time to establish and coordinate the activities of several committees
- Large amounts of funding will be needed to support several species specific committees
- Species specific stakeholder committees may not include all other species that are part of the ecosystem.

Figure 4.4 Species-specific management bodies

5. Conclusions

The flyingfish fishery is the most commercially important small pelagic fishery in the region. Several working groups were convened to ensure sharing of data. Collaborative management of the shared resource has been difficult for the region to engineer but the recently drafted flyingfish management plan for the southern Lesser Antilles provides an opportunity for concerted, sustainable management of the flyingfish fishery.

Several strategies have been recommended for the stakeholder engagement in governance. The facilitated, participatory development of a participation strategy could guide the selection of stakeholders to participate in strategies to engage stakeholders in governance of the fishery. At the regional level, the ALG approach provides a forum for facilitated regional collaborative planning, networking, peer learning and timely implementation of conservation measures taking into account the EAF approach. Within nations the Fisheries Advisory Committees/ Boards have the potential to enable stakeholder participation; however these structures need to be modified through updating the legal and legislative framework that can be translated into Terms of Reference which are more responsive to governance needs.

Several supporting actions need to take place for these approaches to be successful. These include:

- Capacity built in the seven areas outlined above to ensure that stakeholders can effectively participate, especially focusing on building the capacity of: key organisations to facilitate participatory processes (e.g. national fisheries authorities, CRFM); marginalised stakeholders such as fishers whose voice would otherwise be overwhelmed by the more powerful stakeholders; and organising stakeholders who are not represented in formal associations so that they can have a collective voice;
- Long-term support provided to facilitate the collaborative management process at the regional and national levels by key organisations with that mandate (e.g. CRFM);
- Testing of the collaborative approach as part of EAF, evaluation of lessons, sharing of knowledge (including among countries and between the national and regional levels) and feeding this into ongoing adaptation of participatory management of the fishery; and
- Institutionalisation of the collaborative approach into policies, laws, programmes, and institutional structures.

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Appendix 1: Terms of Reference

TERMS OF REFERENCE:

Stakeholder Analysis

1. BACKGROUND

- 1.1 Many of the marine resources in the Caribbean are considered to be fully or over exploited. The Caribbean Large Marine Ecosystem (CLME) Project focuses on assisting Caribbean countries to improve the management of their shared living marine resources through an ecosystem approach. A preliminary Transboundary Diagnostic Analysis (TDA) identified three priority transboundary problems that affect the CLME: unsustainable exploitation of fish and other living resources; the degradation and modification of natural habitats; and pollution and contamination. The final TDA will serve as the scientific basis for the development of an agreed program of interventions for the CLME, otherwise known as a Strategic Action Programme (SAP). The SAP will have a shared vision for the CLME and adjacent regions; agreements will be made regarding the priority interventions, reforms and investments required. The Caribbean Regional Fisheries Mechanism (CRFM) is the responsible agency for carrying out case studies to test governance models at the local, national, sub-regional and regional levels for the flyingfish and large pelagic fisheries.

A. *Flyingfish:*

The fourwing flyingfish (*Hirundichthys affinis*) fishery is the single most important small pelagic fishery in the southern Lesser Antilles. It is a shared resource which is exploited by seven different States (Barbados, Dominica, Martinique, Grenada, St. Vincent and the Grenadines, St. Lucia, and Trinidad and Tobago). With expanding fleet capacity and limited cooperation among the States exploiting the flyingfish, there is concern that the resource may become overfished. This case study will review and complete the TDA of the fishery and identify and analyse the priority transboundary problems and issues. The policy, legal and institutional reforms needed to address such transboundary issues will also be identified.

B. *Large Pelagics:*

The region's highly migratory tuna and billfish resources are exploited by Caribbean countries as well as by foreign nations. Unfortunately there is an overall lack of data on the large pelagic fishery throughout the region. Many large migratory pelagic species of nutritional and/or commercial importance to the Caribbean are either not included in the International Commission for Conservation of Atlantic Tunas' (ICCAT) mandate, or are not actively managed by ICCAT (e.g. dolphinfish, blackfin tuna, cero and king mackerels, wahoo and bullet tunas). The development of management strategies to ensure the region-wide sustainability of large pelagic fish, fisheries, and user groups in the Caribbean Sea represents a complex process and requires input from fisheries scientists, policy advisors, resource managers, fishers and other stakeholders. The purpose of this case study is to fill important knowledge gaps that will contribute to the final TDA. This case study will be carried out in the following countries: Barbados, Dominica, Grenada, Martinique, St Lucia, St. Vincent and Grenadines, Trinidad and Tobago, United States and Venezuela. This case study will review and complete the TDA of the fishery and identify and analyse the priority transboundary problems and issues. The policy, legal and institutional reforms needed to address such transboundary issues will also be identified.

- 1.2 In order for CRFM to successfully carry out each of the case studies, specific objectives and activities must be carried out. A major and necessary component of each of the respective case studies is a stakeholder analysis. Stakeholder analysis is a method for identifying key actors and their respective characteristics and interests. Such an analysis aids understanding of the behaviour, intentions, interrelations and interests of various stakeholders. The primary objective of a stakeholder analysis is to assess whether a collaborative planning and decision-making process is likely to be successful, to identify challenges that must be met to increase likelihood of success, and identify options and opportunities for development of the collaborative process.
- 1.3 A consultant is required to conduct a stakeholder analysis for each of the flyingfish and large pelagic fisheries in the Caribbean region. The consultant will identify primary and secondary stakeholders and will assess stakeholder capacity, level of influence and willingness to participate in the governance and management processes for the flyingfish and large pelagic fisheries. In executing the task, the Consultant will take into account the need to promote the precautionary and ecosystem-based approaches to fisheries management, and explore options and opportunities for successful structured collaboration/ networking among stakeholder groups.
- 1.4 The CLME Project has embraced the ecosystems approach to fisheries (EAF) which requires stakeholder participation at the various policy cycle levels (local, national, regional).
- 1.5 It should also be noted that during the PDF B Phase of the Project a preliminary stakeholder analysis was done for the wider CLME. In addition, The CRFM Secretariat is currently implementing a review of the policy, legal and institutional frameworks for governance and management of the flyingfish and large pelagic fisheries, and UWI-CERMES is currently implementing a review and analysis of the governance framework in the wider CLME. These activities may provide useful complementary information for the present study.

2. OBJECTIVE

- 2.1 The general objectives of this assignment are to:
- 2.1.1 For each fishery, conduct a regional and country-specific stakeholder analyses;
- 2.1.2 For each fishery, based on the stakeholder analysis of the two case studies:
- assess whether a collaborative planning process and management approach is likely to be successful;
 - identify challenges that must be met to increase the likelihood of success; and
 - make recommendations for structured stakeholder collaboration/ networking and participation to improve effectiveness and timeliness of decision-making and implementation regarding conservation taking into account the EAF and precautionary approaches.
- 2.2 Within the general objectives provided in the previous section, the consultancy has the following specific objectives:
- 2.2.1 For each fishery, identify the stakeholders.
- 2.2.2 For each fishery, choose a methodology that ensures that stakeholders and their interests are identified using a participatory approach.
- 2.2.3 For each fishery, identify and evaluate as appropriate:

- the general and specific interests of each stakeholder or stakeholder group;
- the present extent of power and influence each individual or group of stakeholders has on each other and on the decision making processes;
- options and opportunities for each stakeholder group to engage in structured collaboration/ networking and hence formal contribution to the conservation and management of the two identified transboundary fisheries; and
- the challenges and constraints inhibiting full participation by each that stakeholder group in the management process.

2.2.4 For each fishery, produce draft reports of the findings and recommendations to the CRFM Secretariat for review. The draft report will, *inter alia*, identify key, primary and secondary stakeholder groups and analyze the present and potential nature and extent of their importance and capacity to influence the decision making process at regional and national levels for conservation and resource management. Recommendations for addressing the challenges and constraints identified, and hence for improving stakeholder collaboration/ networking and participation in the governance and management processes should also be made, taking into account the emerging needs of EAF and the precautionary approach; and the need for timely and effective decision-making. Separate reports will be prepared for the flyingfish and large pelagic fisheries.

2.2.5 Present and facilitate discussion on the revised draft reports at a regional workshop of stakeholders (including government officials and regional partners).

2.2.6 Produce final reports for each fishery with incorporated feedback from the regional workshop.

2.3 CRFM will coordinate and provide administrative support throughout the assignment.

3. EXPECTED OUTPUTS

3.1 The following expected outputs of the assignment are:

3.1.1 For each fishery, submission of draft reports of findings and recommendations⁵.

3.1.2 Following review by the CRFM and the two Case Study Steering Committees⁶, preparation and submission of revised reports on stakeholder analysis.

3.1.3 Present and discuss the revised draft reports at a regional validation workshop of stakeholders (regional organisations, government officials, fisher's organisations, NGOs, private sector).

3.1.4 Preparation and submission of final reports on stakeholder analysis for each fishery incorporating the comments and recommendations of the regional validation workshop.

4. TIME ALLOTMENT AND SCHEDULE

4.1 The assignment will be conducted between 5 January, 2012 and March 23, 2012. The consultant will have 40 person days to undertake the assignment as follows:

⁵ Separate reports will be prepared and submitted for the flyingfish fishery and the large pelagic fishery

⁶ The CRFM Secretariat may submit the draft report to the Case Study Steering Committee for comments

	Activity	Person days
1	For each fishery, review all existing materials that may be relevant to understanding stakeholders in the study region	4
2	For each fishery, identify stakeholder groups by preparing a list of all organizations, associations, government and non-government groups with an interest in the two fisheries being studied	3
3	For each fishery, develop a stakeholder survey to assess the characteristics and the views of the stakeholder groups. The survey must probe into: <ul style="list-style-type: none"> • the nature and extent of power and influence each individual or group of stakeholders has on each other and on decision making processes; • how stakeholder groups view their options and opportunities to contribute to the regional management process; and • any challenges and constraints inhibiting full participation by stakeholder groups in the management process. 	4
4	For each fishery, distribute survey to stakeholders / conduct stakeholder interviews	9
5	For each fishery, compile and analyze survey results	5
6	For each fishery, prepare draft reports of findings and recommendations. Information on primary and secondary stakeholders and an assessment of stakeholder importance and influence, and potential capacity for structured collaboration/ networking and participation in the management process should be included in the report. The report should also identify and address any challenges and constraints inhibiting full participation by stakeholder groups in the management process	7
7	Circulate draft reports to CRFM ⁷ for review and feedback	
8	For each fishery, prepare revised reports based on feedback received from the CRFM Secretariat (this will include feedback from CLME Case Study Steering Committees)	3
9	Present and discuss the revised reports at a regional workshop of key stakeholders	2
10	For each fishery, make a final report to include comments received from the workshop	3
	Total person days	40

⁷ The CRFM may distribute the draft reports to the Case Study Steering Committees for comments prior to submitting final comments to the consultant(s).

4.2 The deadline for submission of the revised, final report is on or before The Completion Date specified in the Contract.

5. REQUIRED EXPERTISE

The consultants are required to have an advanced degree (MSc or PhD) in sociology, socioeconomics, or resource management or related areas and practical experience working with fishing communities and related stakeholder groups. Knowledge of fisheries management is required. Knowledge of fisheries management in the Caribbean Region is desirable.

Appendix 2: Survey form

Stakeholder survey: Flyingfish fishery / Large pelagic fishery
(Delete the fishery that does not apply if applicable to one fishery only)

Organisation name: _____

Address: _____

Contact information

Telephone number: _____ **Fax number:** _____

E-mail address: _____ **Website:** _____

1. How do you categorise yourself / your organisation as a stakeholder?

Geographic scope of operation:

International		Regional		National		Local / Community	
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Sector:

Government		Private sector Specify type:		Academia	
Inter-governmental agency		Non-governmental organisation Specify type:		Fisher organisations	

2. What is your primary type of activity?

Legislative Advisory Research Supply of goods

Subsistence fisher Sport Fisher Fish Processing Marketing

Government fishery manager Food health Conservation

Funding / lending agency Tourism

Other (specify): _____

3a. Are you / is your organisation a member of any national/regional committees or multi-stakeholder groups relevant to the fishery?

Yes No

3b. If your answer to 3a is yes, please specify the name of the committee(s) or multi-stakeholder group(s) and its / their main focus/interest/activity below:

4. Do you feel that your voice in this fishery has fair opportunity to be heard?

Yes No

5a. Have you / has your organisation been contacted in the past to contribute to the development or amendment of legislation, policies or plans pertaining to the fishery?

Yes No

5b. If your answer to 5a is yes, please specify the following:

- What were the particular laws / policies / plans?

- Did you feel you had a fair voice? Yes No
Explain your answer: _____
- Did you feel your input was taken into consideration in the final decision? Yes No
Explain your answer: _____

6. How would you rank your level of participation in the decision-making processes pertaining to this fishery?

- High (always involved in stakeholder consultations, sit on national committees)
- Medium (occasionally involved in stakeholder consultations)
- Low (rarely involved in stakeholder consultations)
- None (never involved in stakeholder consultations)

7. What do you consider to be the level of your influence on the decision-making processes pertaining to this fishery?

- High (input sought and always factored into the decision making)
- Medium (input sometimes sought and occasionally factored into the decision making)
- Low (input rarely sought but not necessarily factored into the decision making)
- None (input never sought and therefore never factored into decision making)

8. Are you willing to participate in the decision making processes pertaining to this fishery?
Yes No

Please specify why or why not willing.

9. What capacities do you (your organisation) have to participate in the management of the fishery? (Tick all that apply.) You:

- Believe that stakeholders should participate in decision-making
- Actively seek to have stakeholders participate in decision-making
- Have clearly defined roles, responsibilities, vision and / or mission; can communicate both internally and with others outside the organisation
- Can adapt to changes
- Can form and maintain relationships with individuals, groups, etc.
- Have the technical skills and knowledge on the fishery
- Have technology, equipment, materials and funding to participate in the management of the fishery

10. What are the obstacles (if any) that you believe hamper your / your organisation's influence on or participation in the decision making-processes pertaining to this fishery? (tick any which apply)

- Lack of funds Lack of information Lack of interest
- Unwilling to do so Time is unsuitable Location is far away
- Process is top-down Process is complicated

Meeting / setting is uncomfortable

Other (specify) _____

11. What are positive enabling factors that would encourage your participation or contribution to the decision-making processes pertaining to this fishery?
(tick any which apply)

Invitation to attend/participate in discussions Access to information

Funding to enable attendance (stipend) Suitable time of meeting

Suitable location of meeting Less "top-down"

More comfortable meeting/setting Simple process/ language

Other (specify) _____

12. How would you like to see stakeholders involved in decisions about management of the fishery?

Thank you for your participation in this survey.

Please return your completed questionnaire to:

Keisha Sandy, CANARI

keisha@canari.org

or

Loiza Rauzduel, CANARI

loiza@canari.org

Appendix 3: Definition of key terms used in the document

Term	Meaning
Action learning	Action learning is a process that involves a small group working on real problems, taking action, and learning while doing so. It is a powerful programme that creates dynamic opportunities for individuals, teams, leaders and organisations to successfully adapt, learn and innovate.
Coaching	Coaching is the process of helping a person or organisation to build specific skills, knowledge and experience through hands-on support provided in the execution of a task.
Communication	Communication is a two-way process of sharing information with, and getting information from, key target audiences.
Facilitation	Facilitation is a process of guiding and supporting people to learn, find a solution, or reach a consensus, without imposing or dictating the result. Facilitation works to empower individuals or groups to learn for themselves or find their own answers to problems without control or manipulation.
Key stakeholder	Defined as individuals, groups and organisations perceived as having the “highest level of rights to, responsibilities for and interests in the resource. [A key stakeholder is] the one most likely to affect (positively or negatively) the outcomes” (CANARI, 2011)
Mentoring and mentors	Mentoring is a process of sharing knowledge, skills, experiences, insights and opinion to provide strategic advice and guidance to help people make decisions to achieve their desired objectives. Mentors are trusted counsellors or advisors.
Participation	Participation in the context of natural resource management can be described as a process that: <ul style="list-style-type: none"> • facilitates dialogue among all actors; • mobilises and validates popular knowledge and skills; • encourages communities and their institutions to manage and control resources; • seeks to achieve sustainability, economic equity and social justice; and • maintains cultural integrity (Renard and Valdés-Pizzini, 1994).⁸
Primary stakeholder	Defined as individuals, groups and organisations perceived as having a direct impact on the resource or are directly impacted by the resource
Secondary stakeholder	Defined as individuals, groups and organisations perceived as having an indirect impact on the resource or are indirectly impacted by the resource
Stakeholders	Individuals, groups and organisations that are involved in or may be affected by a change in the conditions governing the management and use of a resource. They also have rights to, responsibilities for and interests in a resource (CANARI, 2011).

⁸ Renard, Y. & M. Valdés-Pizzini. 1994. Hacia la participación comunitaria: lecciones y principios guías en el Caribe. Paper presented at the Workshop on Community Participation in Environmental Management and Co-management in the Dominican Republic. Santo Domingo, Dominican Republic 27 – 29 October, 1994. CANARI Communication no. 55:8 pp.

Appendix 4: Capacity, willingness and levels of influence analyses

1.1 Capacity analysis

The capacity of each key stakeholder was analysed using the seven elements of capacity for participation as identified by CANARI (Krishnaryan, Geoghegan, & Reynard, 2002). These were:

- **World view/philosophy:** General belief that stakeholders should participate in governance and management (i.e. values, attitudes, principles and beliefs of respect for all people and the contribution that they can make. Trust and openness to allow other people to play an equitable role in decision-making).
- **Culture:** Willingness to work with other stakeholders towards shared objectives and a belief that this can be effective. Demonstrable history of working with other stakeholders.
- **Organisational structure:** Communication channels to receive input, share information, and facilitate discussion, debate and negotiation internally and with partners. Clear definition of roles, functions, lines of communication and mechanisms for accountability.
- **Adaptive culture and strategies:** Practices and policies so that structures and mechanisms can be adapted to respond to changes in the natural resource being managed, the patterns of use of this resource, and the needs, interests, roles and responsibilities of all of the stakeholders involved.
- **Linkages:** An ability to develop and manage relationships with individuals, groups and organisations. Multi-disciplinary and inter-sectoral approaches bringing together government agencies, academia, private sector, NGOs, CBOs, communities and individuals.
- **Skills, knowledge and abilities (competence):** Technical skills and knowledge in the specific management area how to effectively facilitate or engage in participatory processes (e.g. communication and interpersonal skills, ability to negotiate, ability to speak clearly and communicate effectively in front of a large group).
- **Material:** Technology, equipment, materials and finance to support the effective implementation of the participatory process, with equitable allocation among stakeholders.

The seven elements of capacity were used to rank the capacities of the stakeholders by noting the presence of the elements. The elements present were counted and used to rank the capacities as high medium or low in the following manner:

- **Low capacity** = 3 or less elements of capacity
- **Medium capacity** = 4 or 5 elements of capacity
- **High capacity** = 6 or 7 elements of capacity

1.2 Willingness analysis

Participants in the study were simply asked to explain why they were willing or unwilling to participate in management and governance of the resource. The information was noted.

1.3 Levels of influence

Participants were shown a triangle where the apex of the triangle represented the most influence on management and governance and the base represented the lowest level of influence (CANARI, 2011). The participants were asked to indicate the stakeholder's position on the triangle and explain why the stakeholder was placed there.

Appendix 5: Stakeholders contacted for the study

Name of stakeholder	Participated	Did not participate
<i>Barbados</i>		
Barbados Hotel and Tourism Association	X	
Barbados National Union of Fisherfolk Organisations	X	
Centre for Resource Management and Environmental Studies	X	
Fisheries Advisory Committee		X
Food and Agriculture Organization of the United Nations	X	
Gaming Fishing Association of Barbados	X	
Individual fishers	X	
Ministry of Agriculture	X	
Ministry of Foreign Affairs and Foreign Trade	X	
Oistins Fisherfolk Association	X	
Western Central Atlantic Fishery Commission	X	
<i>Grenada</i>		
Agency for Rural Transformation Limited	X	
Budget Marine Spice Island Billfish Tournament Committee	X	
Department of Cooperatives	X	
Gouyave Improvement Committee		X
Grenada Board of Tourism	X	
Grenada Bureau of Standards	X	
Grenada Chamber of Industry and Commerce		X
Grenada Coast Guard	X	
Grenada Community Development Agency	X	
Grenada Cooperative Nutmeg Association	X	
Grenada Development Bank	X	
Grenada Food and Nutrition Council		X
Grenada Hotel and Tourism Association		X
Grenada Manufacturing Council		X
Grenada Scuba Diving Association	X	
Marine and Yachting Association of Grenada		X
Ministry of Agriculture, Forestry and Fisheries	X	

Ministry of Carriacou and Petite Martinique Affairs		X
Ministry of Finance, Planning, Economy, Energy and Co-operatives	X	
Ministry of Foreign Affairs	X	
Ministry of Legal Affairs		X
Ministry of the Environment, Foreign Trade and Export Development	X	
Ministry of Works, Physical Development and Public Utilities		X
National Development Foundation		X
Nordom Seafood Limited	X	
Soubise Fishermen Co-Operative	X	
Southern Fishermen Association	X	
St. George's University Marine Station		X
St. John's Fishermen Association	X	
St. Patrick's Environmental Conservation and Tourism Organisation		X
Willie Redhead Foundation		X
<i>Martinique</i>		
French Institute for the Exploration of the Sea (IFREMER)	X	
Directorate General for maritime Affairs and Fisheries	X	
Martinique Billfish Association	X	
Ecole de Formation Professionnelle Maritime et Aquacole	X	
Directoire de la mer	X	
Milieu Marin Martiniquais	X	
Martinique Régional Conseil	X	
Maritime Affairs	X	
Fishing Committee	X	
Comité Régional des Pêches Maritimes et des Elevages Marins (CRPMEM)	X	
Le Syndicat des artisans marins pêcheurs et éleveurs marins (SAPEM)	X	
Le Marin Pêcheur	X	
<i>St. Vincent and the Grenadines</i>		
Goodwill Fishermen's Cooperative Society Limited	X	
Maritime Administration	X	
Ministry of Agriculture, Rural Transformation Forestry and Fisheries	X	
Ministry of Foreign Affairs, Foreign Trade and Consumer Affairs	X	
Ministry of Health Wellness and the Environment	X	
Ministry of Tourism, Sports and Culture	X	

National Fisheries Market Limited	X	
National Parks, Rivers and Beaches Authority	X	
Sport Fisher	X	
St. Vincent and the Grenadines Bureau of Standards	X	
St. Vincent and the Grenadines Coast Guard	X	
St. Vincent and the Grenadines Hotel and Tourism Association		X
St. Vincent and the Grenadines National Trust	X	
Sustainable Grenadines Inc.	X	
SVG Chamber of Industry and Commerce		X
The St. Vincent and the Grenadines Cooperative Bank Ltd (Penny Bank)	X	
The St. Vincent Co-operative Bank Limited	X	
Tobago Cays Marine Park		X
Central Water and Sewerage Authority		X
St. Vincent Electricity Services Limited		X
The Vincentian		X
Southern Grenadines Water Taxi Association		X
<i>Trinidad and Tobago</i>		
Seafood Industry Development Company		X
National Agricultural Marketing and Development Corporation		X
Caribbean Fisheries Training and Development Institute	X	
Caribbean Network for Integrated Rural Development		X
Institute of Marine Affairs	X	
Environmental Management Authority	X	
Ministry of Food Production, Land and Marine Affairs	X	
Tobago House of Assembly	X	
Trinidad and Tobago Manufacturing Council		X
Trinidad and Tobago Chamber of Commerce		X
Trinidad and Tobago Industrial Fishers Association	X	
All Tobago Fisherfolk Association	X	
Trinidad and Tobago Unified Fisherfolk	X	
Non-artisanal fishers	X	
Blanchisseuse Fisherfolk and Marine Life Association	X	
Ministry of Community Development		X
Trinidad and Tobago Electricity Commission		X

Water and Sewerage Authority		X
Ministry of Foreign Affairs and Communication		X
Ministry of Legal Affairs		X
Trinidad and Tobago Coast Guard	X	
Tourism Development Company		X
Ministry of Trade and Industry		X
Agricultural Development Bank	X	
Buccoo Reef Trust	X	
Trinidad Seafoods Limited	X	
Other fish processors		X
Maritime Services Division	X	
Tobago Sport Fishing Association	X	
Trinidad and Tobago Game Fishing Association		X
Fishermen and Friends of the Sea		X
Budget Marine		X
<i>Regional stakeholders</i>		
Association of Caribbean Media Workers		X
Association of Caribbean States- Caribbean Sea Commission		X
Caribbean Agricultural Research and Development Institute		X
Caribbean Alliance for Sustainable Tourism		X
Caribbean Community Secretariat		X
Caribbean Conservation Association		X
Caribbean Environmental Health Institute		X
Caribbean Farmers Network		X
Caribbean Hotel and Tourism Association		X
Caribbean Maritime Institute		X
Caribbean Policy Development Centre		X
Caribbean Regional Fisheries Mechanism	X	
Caribsava		X
CARICOM Single Market and Economy		X
Food and Agriculture Organisation of the United Nations	X	
Gulf and Caribbean Fisheries Institute		X
Intergovernmental Oceanic Commission Sub-Commission For The Caribbean And Adjacent Regions		X

International Commission for the Conservation of Atlantic Tunas (ICCAT)		X
International Game Fishing Association		X
International Maritime Organisation		X
International Union for Conservation of Nature		X
Island Resources Foundation		X
Japan International Cooperation Agency		X
National Oceanographic and Atmospheric Administration		X
Organisation of American States		X
Organisation of Eastern Caribbean States- Environment and Sustainable Development Unit		X
The Nature Conservancy		X
United Nations Development Programme		X
United Nations Environment Programme- Caribbean Environment Programme		X
Western Central Atlantic Fishery Commission	X	
	74	64

Contact information for stakeholders contacted successfully

Barbados

David Douglas
Fisher
Barbados West Indies
Tel: 246-420-4658

Henderson Inniss
Barbados
Tel: 246-429-4473
Email: hcij@caribsurf.com

Vernel Nicholls
President
Barbados National Union of Fisherfolk
Organisation (BARNUFO)
Bay Street
St. Michael
Barbados
Tel: 246-426-5189
Email: barnufo@caribsurf.com

Kurt Baynes
Public Relations Officer / Fisherman
Oistins Fisher Folk
Ashbly Land
Oistins
Christ Church
Barbados
Tel: 246-261-8512

Antoniette V. Marshall-Gill
Data Collector
Fisheries Division
Princess Alice Highway
Hincks Street
Bridgetown
Barbados
Tel: 246-426-3745
Email: aovmarshall@hotmail.com
dcfo@agriculture.gov.bb

Stephen Willoughby
Chief Fisheries Officer
Ministry of Agriculture
Fisheries Division
Princess Alice Highway
Bridgetown
Barbados
Tel: 246-426-3745
Email: fishbarbados@caribsurf.com

Raymon van Anrooy
Fishery and Aquaculture Officer
Food and Agriculture Organization of the United
Nations
Subregional Office for the Caribbean (FAO-
SLC)
2nd Floor, United Nations House
Marine Gardens
Hastings, Christ Church
Barbados
Tel: 246-426-7110 ext 249
Cell: 246-230-1741
Email: Raymon.vanAnrooy@fao.org

Raymon van Anrooy
Secretariat
Western Central Atlantic Fishery Commission
(WECAFC)
2nd Floor,
United Nations House
Marine Gardens
Hastings, Christ Church
Barbados
Tel: 246-426-7110 ext 249
Cell: 246-230-1741
Email: WECAFC-Secretariat@fao.org

Grenada

Norbert Simon
Plant Manager
Norddom Seafoods Limited
Lower Depradine Street
Gouyave
St. John's
Grenada West Indies
Tel: 473-437-0489
Tel: 473-444-9312
Email: nordomseafoods@hotmail.com

Roxie K. Mc Leish-Hutchinson
Foreign Service Officer
Ministry of Foreign Affairs
4th Floor
Ministerial Complex
Botanical Gardens
St. George's
Grenada West Indies
Tel: 473-440-2712 / 2640
Cell: 473-418-1461
Email: krphutchinson@gmail.com
Email: rkhutchinson@gov.gd

John Auguste
Senior Energy Officer
Ministry of Finance, Planning, Economy,
Energy and Co-operatives
Financial Complex
Carenage
St. George's
Grenada West Indies
Tel: 473-435-8708
Cell: 473-419-2354
Email: john_auguste@yahoo.com
Email: energydivisionou@gmail.com

Christine Finney
Dive Operator, Eco Dive
Grenada Scuba Diving Association (GSDA)
c/o Eco Drive
Coyaba Beach Resort
Grand Anse
P.O. Box 336
St. George's
Grenada West Indies
Tel: 473-444-7777
Cell: 473-405-7777
Email: christine@ecodiveandtrek.com
Email: dive@ecodiveandtrek.com

Richard McIntyre
Chairman
Budget Marine Spice Island Billfish Tournament
Committee
Budget Marine
St. George's
Grenada West Indies
Tel: 473-440-3757
Tel: 473-415-0157
Email: richardmci1@hotmail.com
Email: rmil@spiceisle.com

Judy Williams
Secretary General
Grenada Community (GRENCODA)
Depradine Street
Gouyave
St. John's
Grenada West Indies
Tel: 473-444-8430
Tel: 473-444-8777
Email: grenco@spiceisle.com
Email: grenco@caribsurf.com

Aden (Michael) Forteau
Chief Forestry Officer
Ministry of Agriculture
Forestry and Fisheries
Forestry and Fisheries
Queen's Park
St. George's
Grenada West Indies
Tel: 473-405-4355
Email: michael_forteau@yahoo.co.uk

Mervyn Lord
Manager / Director
Grenada Development Bank
P.O. Box 2300
Melville Street
St. George's
Grenada West Indies
Tel: 473-440-9084 (ext 235)
Email: gdbank@spiceisle.com

Royan Isaac
Secretary (Executive Body)
Soubise Fishermen Co-Operative
Grenville
St. Andrew's
Grenada West Indies
Tel: 473-403-3526
Email: soubfish@hotmail.com

Paul Phillip
Senior Environmental Officer
Ministry of the Environment,
Foreign Trade and Export Development
Financial Complex
Carenage
St. George's
Grenada West Indies
Tel: 473-440-2101
Cell: 473-405-4357
Email: paul.phillip@gmail.com

Asp Osmond (Griff) Griffith
Assistant Superintendent
Commander Grenada Coast Guard
Grenada Coast Guard
St. George's
Grenada West Indies
Tel: 473-444-1931 / 32
Cell: 473-405-7478
Email: gcgco@hotmail.com

Cecil Marquez
President
St. John's Fishermen Association
Gouyave
St. John's
Grenada West Indies
Tel: 473-420-2560

James Finlay
Project Officer / Environmentalist
Willie Redhead Foundation
P.O. Box 17
St. George's
Grenada West Indies
Cell: 473-476-0389

Lisa Chetram
Fisheries Officer (Western Division)
Ministry of Agriculture Forestry and Fisheries
Fisheries Division
c/o Gouyave Fish Market
Gouyave
St. John's
Grenada West Indies
Tel: 473-444-8297
Email: lisa.chetram@gmail.com

Francis Calliste
Fisheries Officer
Ministry of Agriculture, Forestry and Fisheries
Fisheries Division
Melville Street
St. George's
Grenada West Indies
Tel: 473-442-7320
Email: tobex00@hotmail.com

Justin Rennie
Chief Fisheries Officer
Ministry of Agriculture Forestry and Fisheries
Fisheries Division
Melville Street
St. George's
Grenada West Indies
Tel: 473-442-7320
Email: justinar7368@hotmail.com

Michael Church
Planning Officer
Ministry of Agriculture, Forestry and Fisheries
Golf Coast
St. George's
Grenada West Indies
Tel: 473-440-2708
Email: makanac23@yahoo.com

Moran Mitchell
Fisheries Officer
Ministry of Agriculture Forestry and Fisheries
Fisheries Division
St. George's
Grenada West Indies
Tel: 473-440-3831
Tel: 473-440-3814
Cell: 473-405-4348
Email: mitchelmoran767@gmail.com

Johnson St. Louis
Fisheries Officer
Ministry of Agriculture, Forestry and Fisheries
Fisheries Division
St. George's
Grenada West Indies
Tel: 473-440-3814
Email: johnsonstlouis@yahoo.com

James Nicholas
President
Southern Fishermen Association
St. George's
Grenada West Indies
Tel: 473-436-1693
Email: southfish@spiceisle.com

Valentino Sawney
St. Patrick's Environmental Conservation
And Tourism Organisation
c/o Tradship International
Quality Services Complex
St. George's
Grenada West Indies
Tel: 473-435-7747
Cell: 473-409-9495
Email: specto.grenada@gmail.com
Email: tradship@gmail.com

Cecil Mc Queen
Marine Protected Area Warden
Ministry of Agriculture, Forestry and Fisheries
Fisheries Division
Melville Street
Fish market complex
Melville Street
St. George's
Grenada West Indies
Tel: 473-416-4347
Email: cecilsafe@hotmail.com

Ronald Baldeo
Coordinator for Marine Protected Area
Ministry of Agriculture, Forestry and Fisheries
Fisheries Division
Melville Street
Fish market complex
Melville Street
St. George's
Grenada West Indies
Tel: 473-405-4362
Email: rolandbaldeo@hotmail.com

Suzanne Clarke
Nautical Attaché.
Grenada Board of Tourism
P.O. Box 293
Point
St. George's
Grenada West Indies
Tel: 473-405-7800
Email: sclarke@grenadagrenadine.com

Sandra C.A. Ferguson
Secretary General / Chief Executive Officer
Agency for Rural Transformation Ltd. (ART)
Marrast Hill
P.O. Box 750
St. George's
Grenada West Indies
Tel: 473-440-3440
Email: artngognd@gmail.com

Earle Finlay
Executive Director
National Development Foundation
Marrast Hill,
P.O. Box 750
St. George's
Grenada West Indies
Tel: 473-440-5506
Email: efinally@spiceisle.com

Martinique

Hecmil Lise
Directore de la Mer de la Martinique
Martinique
Tel: 596-607-988
Email: lise.heemil@developpement-durable.gouo.fr

Bois de Fer Gretrute
Conseil Regional de Martinique
Service de la Poletique de le Peche
Martinique
Email: gertrude.bposdefer@regional-martinique.mq

Tournier Francois
COOPENAR
Martinique
Tel: 696- 454-094
Email: arment-antillais@orango.fr

Hovllier Leovil
Directore de la Mer de la Martinique
Martinique
Email: lionel.hoviller@developpement-durable.gouo.fr

Meraut Minella
Vice Presidente
Comite de Peches
Martinique
Tel: 696-829-634
Email: amerautminella70@yahoo.com

Merine Christophe
Comite de Peches
Martinique
Tel: 696- 320-951

Agasseau Jean Christophe
Marim Pecheur
Martinique
Email: barazay@gmail.com

Agathe Charles
CRPMEM
Martinique
Tel: 696-010-445
Tel: 696-939-566

Caitbusy Bertrand
SAPEM
Martinique
Tel: 696-972-383
Email: b.caitbusy@live.fr

Eustache-Rools Elle
SAPEM
Martinique
Tel: 696-309-710

Jawvin Moncis
Marim Pecheur
Martinique
Tel: 696-854-133

Bergoz Guy-Eurile
AMP
Martinique
Tel: 696-650-719

Broner Climent
IFRENER
Martinique
Tel: 596-661-949 / 50

Reynal Lionel
IFRENER
Martinique
Tel: 596-661-949 / 50

Sifflet Raymond
SA Comite de Peche
Martinique
Tel: 696-818-423

Francil Hughues
CRPMEM
Martinique
Tel: 596-737-301

St. Vincent and the Grenadines

D. Haydeen E. Charles
Standards Officer
St. Vincent and the Grenadines
Bureau of Standards
P.O. Box 1506
Kingstown
St. Vincent and the Grenadines
Tel: 784-457-8092
Email: haydeencharles@gmail.com
svgbs@vincysurf.com

Montgomery A. Howard
Senior Loans Officer
The St. Vincent Co-operative Bank Ltd.
P.O. Box 886
Corner Heritage Square and Bay Street
Kingstown
St. Vincent and the Grenadines
Tel: 784-456-1894
Cell: 784-494-2265
Email: mhoward@svccoperativebank.com

Greg Allen
Sport fisher
Sunsail
P.O. Box 133
Ratho Mill
Kingstown
St. Vincent and the Grenadines
Tel: 784-454-3474
Email: wefishin@yahoo.com

Neva Cordice
Cooperative Inspector II
Ministry of Agriculture Forestry and Fisheries
Co-operative Department
Richmond Hill
Kingstown
St. Vincent and the Grenadines
Tel: 784-457-2452
Tel: 784-456-1111
Email: cooperativedept@hotmail.com

David Robin
Director
Maritime Administration
Cruise Ship Berth
Kingstown
St. Vincent and the Grenadines
Tel: 784-451-2445
Email: svgmarad@gmail.com

Andrew Wilson
Director
Ministry of Tourism, Sports and Culture
National Parks
Rivers and Beaches Authority
P.O. Box 834
Kingstown
St. Vincent and the Grenadines
Tel: 784-451-2425
Email: nationalparkssvg@gmail.com

Rachel Moses
Managing Director
St. Vincent and the Grenadines National Trust
P.O. Box 1538
Heritage Hall
Carnegie Building
Kingstown
St. Vincent and the Grenadines
Tel: 784-451-2921
Tel: 784-494-2010

Earle Painter
Foreign Affairs Officer
Ministry of Foreign Affairs
Kingstown
St. Vincent and the Grenadines
Email: office.foreignaffairs@mail.gov.vc

Dunstan Johnson
Manager
National Fish Market Limited (NFML)
Kingstown
St. Vincent and the Grenadines
Email: dunstanjohnson@hotmail.com
nfml@vincysurf.com

Lloyd Baptiste
Senior Attendant
Goodwill Fishermen's Cooperative Society
Limited
Lower Bay Street
Kingstown
St. Vincent and the Grenadines
Tel: 784-456-2157
Cell: 784-531-0283

Bernard John
Ministry of Tourism and Industry
2nd Floor NIS Building
Upper Bay Street
Kingstown
St. Vincent and the Grenadines
Tel: 784-457-1502
Email: bernardjohn24@gmail.com
tourism@vincysurf.com

Shamanti Libban
Ministry of Health, Wellness and
The Environment
Kingstown
St. Vincent and the Grenadines
Tel: 784-456-1991
Email: shamantib@gmail.com

Kris Isaacs
Fisheries Officer
Fisheries Division
Ministry of Agriculture, Rural Transformation
Forestry and Fisheries
Kingstown
St. Vincent and the Grenadines
Tel: 784-456-1178
Email: kris.isaacs@yahoo.com
fishdiv@vincysurf.com

Maren Headley
Research Graduate
Secretariat, Caribbean Regional Fisheries
Mechanism (CRFM)
Third Floor, Corea's Building
Halifax Street
Kingstown
St. Vincent and the Grenadines
Tel: 784-457-3474
Email: marenheadley@vincysurf.com

Trinidad and Tobago

Darshangit Singh-Narang
Environmental Programme Officer 111
Environmental Management Authority (EMA)
8 Elizabeth Street
St. Clair
Port of Spain
Trinidad West Indies
Tel: 868-628-8042
Email: ema@ema.co.tt

Florence Jack-James
Superintendent Mercantile Marine
Maritime Services Division
Ministry of Works and Transport
Ansa Building
Corner Queen and Henry Streets,
Port of Spain
Trinidad West Indies
Tel: 868-625-3804
868-625-3858
Email: fjackjames@gmail.com

Charles James
Secretary
Trinidad and Tobago Unified Fisherfolk
26 D First Avenue Extension
Dinsley Village
Tacarigua
Trinidad
Tel: 868-776-0209
Email: jamesnew22@yahoo.com

Terrence Holmes
Fisheries Extension Officer
Ministry of Food Production Land and Marine
Affairs
Department of Marine Resources and Fisheries
Division of Agriculture, Marine Affairs,
Marketing and the Environment, Tobago House
of Assembly
Montessori Drive
Glen Road
Scarborough
Tobago
Tel: 868-634-4354
Email: tholmes-64@yahoo.com

Jenise Kirk
Fisheries Services Officer
Ministry of Food Production Land and Marine
Affairs
Department of Marine Resources and Fisheries
Division of Agriculture, Marine Affairs,
Marketing and the Environment, Tobago House
of Assembly
Montessori Drive
Glen Road
Scarborough
Tobago
Tel: 868-639-2888
Email: dmrf2010@gmail.com

David Lanser
General Manager
Trinidad Seafoods Limited
Unit 18 Freeport Warehouse Complex
Mission Road
Freeport
Trinidad
Tel: 868-673-7222
Email: dlanser@trinidadseafoods.com

Victor Cato
Workshop Foreman
Tobago House of Assembly
Mechanical Workshop
Shaw Park
Scarborough
Tobago
Tel: 868-764-7675
Email: vcats59@gmail.com

Joel Pascall
Trinidad and Tobago coast Guard
Tobago Command
Scarborough
Tobago
Tel: 868-639-1461
Email: pascalljoel@yahoo.com

Claudette Nero
General Manager
Crompston Fish Products Limited
Storebay Loal Road
Bon Accord
Tobago
Tel: 868-639-0502
Email: LuendaJospeh@yahoo.com

Charles James
Director
All Tobago Fisherfolk Association (ATFA)
26 D First Avenue Extension
Dinsley Village
Tacarigua
Trinidad
Tel: 868-776-0209
Email: jamesnew22@yahoo.com
hardplay@tstt.net.tt

Gerald De Silva (Frothy)
General Manager
TIGFT
13, the Evergreen
Auchenskeoch
Buccoo
Tobago
Tel: 868-639-7108
Cell: 868-682-3474

Wendell Rowley
Agricultural Development Bank (ADB)
3D Campbell Building
Burnett Street
Scarborough
Tobago
Tel: 868-639-2888

Appendix 6: Regional stakeholders in the governance of the flyingfish fishery

Table 0.1 Primary, secondary and key stakeholders at the regional level in the flyingfish fishery in the Wider Caribbean

Level of interaction	Type of organisation	Primary stakeholder organisations	Secondary stakeholder organisations
International	Intergovernmental		<ul style="list-style-type: none"> • United Nations Office of Legal Affairs/ Division for Ocean Affairs and the Law of the Sea (UN DOALOS) • Technical Centre for Agricultural and Rural Cooperation (CTA) • United Nations Environmental Programme (UNEP) • United Nations Development Programme (UNDP) • Global Environment Facility • Food and Agriculture Organization (FAO) • International Maritime Organisation (IMO) • Directorate-General for Maritime Affairs and Fisheries (DG-MARE) • International Commission for the Conservation of Atlantic Tunas (ICCAT) Contracting Parties and Secretariat • National Oceanographic and Atmospheric Administration (NOAA)
International	Government		<ul style="list-style-type: none"> • Japan International Cooperation Agency (JICA) • Canadian International Development Agency (CIDA) • US Agency for International Development (USAID)
International	Fisherfolk organisations	<ul style="list-style-type: none"> • International Game Fishing Association (IGFA) 	
International	Private Sector	<ul style="list-style-type: none"> • Fishers from other countries fishing within the region (e.g. Taiwan) 	<ul style="list-style-type: none"> • Inter-American Development Bank (IADB)
International	Non-governmental organisations		<ul style="list-style-type: none"> • The Nature Conservancy (TNC) • International Union for Conservation of Nature (IUCN)
Regional	Intergovernmental	<ul style="list-style-type: none"> • Caribbean Regional Fisheries Mechanism (CRFM) • Caribbean Fishery Management Council (CFMC) 	<ul style="list-style-type: none"> • Association of Caribbean States/ Caribbean Sea Commission (ACS / CSC) • Organisation of Eastern Caribbean States Environment and Sustainable Development Unit (OECS ESDU) • Caribbean Large Marine Ecosystem Project (CLME) • Caribbean Agricultural Research and Development Institute

Level of interaction	Type of organisation	Primary stakeholder organisations	Secondary stakeholder organisations
			(CARDI) <ul style="list-style-type: none"> • Caribbean Community (CARICOM) • Organisation of American States (OAS) • Latin American Organisation for Fisheries Development (OLDEPESCA) • Fishing and Aquaculture Organisation of Central America (OSPESCA) • Caribbean Single Market and Economy • Intergovernmental Oceanic Commission Sub-Commission For The Caribbean And Adjacent Regions (IOCARIBE) • Western Central Atlantic Fishery Commission (WECAFC) and the Working Group on flyingfish • Caribbean Single Market and Economy
Regional	Non-governmental organisations		<ul style="list-style-type: none"> • Caribbean Natural Resources Institute (CANARI) • Caribbean Conservation Association (CCA) • Gulf and Caribbean Fisheries Institute (GCFI) • Caribbean Marine Protected Area Management Network and Forum (CaMPAM) • Caribbean Alliance for Sustainable Tourism (CAST) • Caribbean Hotel and Tourism Association (CHTA) • Caribbean Youth Environmental Network (CYEN) • Island Resources Foundation (IRF) • Association of Caribbean Media Workers (ACM) • Caribbean Network for Integrated Rural Development (CNIRD) • Caribbean Policy Development Centre (CPDC) • Caribbean Farmers Network (CaFAN) • Caribsava
Regional	Fisherfolk organisations	<ul style="list-style-type: none"> • Caribbean Network of Fisherfolk Organisations (CNFO) 	
Regional	Private Sector	<ul style="list-style-type: none"> • Individual fishers (within and not within associations) • Fish processors and exporters(e.g. Nordom Seafood Ltd, Trinidad Seafoods Ltd) 	<ul style="list-style-type: none"> • Fishing equipment suppliers (e.g. Budget Marine) • Caribbean Development Bank (CDB)
Regional	Academia / research		<ul style="list-style-type: none"> • Caribbean Agricultural Research and Development Institute

Level of interaction	Type of organisation	Primary stakeholder organisations	Secondary stakeholder organisations
			(CARDI) <ul style="list-style-type: none"> • University of the West Indies/ Centre for Resource Management and Environmental Studies (UWI/CERMES) • University of the French Antilles and Guyana (UAG) • Caribbean Maritime Institute (CMI) • Caribbean Fisheries Training and Development Institute (CFTDI) • Institut français de recherche pour l'exploitation de la mer (IFREMER) • Institute of Marine Affairs (IMA)
Key stakeholders <ul style="list-style-type: none"> • Caribbean Regional Fisheries Mechanism • Caribbean Community (CARICOM) • Caribbean Network of Fisherfolk Organisations • Organisation of Eastern Caribbean States Environment and Sustainable Development Unit • Centre for Resource Management and Environmental Studies • Food and Agriculture Organisation of the United Nations • Intergovernmental Oceanic Commission Sub-Commission For The Caribbean And Adjacent Regions (IOCARIBE) • Western Central Atlantic Fishery Commission and the working group on flyingfish 			

Table 0.2 Capacity analyses of stakeholders at the regional level of governance of the flyingfish fishery in the Wider Caribbean

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
Caribbean Regional Fisheries Mechanism								High
Caribbean Network of Fisherfolk Organisations			<p><i>Regional fisherfolk organisation (RFO) is fairly new.</i></p> <p><i>Not all member countries are part of it so structure is not complete.</i></p> <p><i>Organisation has no legal standing within member countries and has to work through NFOs. Not all member countries have national fisherfolk organisations. Not well known to many of the primary fisherfolk organisations.</i></p> <p><i>Geography poses a challenge to the establishment of the RFO (many small islands).</i></p>	<p><i>RFO is highly dependent on few individuals and organisations. Has not yet demonstrated adaptive strategies.</i></p>	<p><i>Stakeholder can form and maintain relationships with others but sporadic communication internally and with others can affect the quality of relationships with others</i></p>		<p><i>RFO lacks consistent long-term funding. Members need to become more comfortable using technology to facilitate communication among members and with other stakeholders to keep the costs of operating low.</i></p>	Low
Association of Caribbean States-			<p><i>The Secretariat for the Commission has</i></p>	<p><i>Unsure of the adaptive capacity</i></p>				Medium

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
Caribbean Sea Commission			<p><i>not been established.</i></p> <p><i>The management of the CSC rests on a few organisations like CERMES.</i></p> <p><i>Very few countries within the CSC active.</i></p>	<p><i>of the CSC. There is little succession planning (e.g. within the ACS, the CSC was driven by the previous Director whose term recently ended)</i></p>				
Food and Agriculture Organisation of the United Nations								High
Caribbean Fisheries Training and Development Institute								High
Centre for Resource Management and Environmental Studies								High
Caribbean Natural Resources Institute					<p><i>CANARI is not well-known outside of its main stakeholders. Organisation needs to be more visible.</i></p>		<p><i>Lacks funding to participate in decision-making consistently. Internal management measures make participation in formal decision-making an expensive undertaking for the small organisation.</i></p>	High
Western Central							Needs further	High

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
Atlantic Fishery Commission							<i>funding</i>	

Highlighted cell indicates the presence of an element.

Table 0.3 Willingness of stakeholders to participate in governance of the resource at the regional level

Who is the stakeholder?	Main activity associated with the resource	Willingness of stakeholder to participate in management
Caribbean Regional Fisheries Mechanism	Legislative Advisory Research Government fishery manager Conservation of the resource Coordinate and promote fisheries development	Facilitating management of the resource is part of the CRFM's legal mandate
Caribbean Network of Fisherfolk Organisations	Fishing/ fishers	Traditional users of the resource
Association of Caribbean States- Caribbean Sea Commission	Regulate how the Caribbean Sea and the living marine resources are used and managed to ensure sustainable development	Willing
Food and Agriculture Organisation of the United Nations	Advisory Technical and policy assistance	Willing
Caribbean Fisheries Training and Development Institute	Training Education and awareness	Participation via training activities will facilitate the widespread use of sustainable fish capture and fishing gear technologies. Training in processing skills will allow for diversification in the sector and relieve the pressure of overfishing. Unsure if willing to participate in overall management of the resource.
Centre for Resource Management and Environmental Studies	Research	Part of the UWI mandate. Individual interest of staff members
Caribbean Natural Resources Institute	Advisory Conservation Wise use of the resource so that users benefit	Interested in ensuring that processes employed are truly participatory.
Western Central Atlantic Fishery Commission	Advisory	Established working group on flyingfish

Appendix 7: Primary, secondary and key stakeholders in the fishery at the national level

Table 0.1 Primary, secondary and key stakeholders in the fishery in Barbados

Level of operation	Type of organisation	Primary stakeholders	Secondary stakeholders
International	Intergovernmental		<ul style="list-style-type: none"> • Inter-American Institute for Cooperation on Agriculture (IICA) • Food and Agriculture Organisation (FAO)
Regional	Intergovernmental	<ul style="list-style-type: none"> • Caribbean Regional Fisheries Mechanism (CRFM) 	<ul style="list-style-type: none"> • WECAFC • The Caribbean Centre for Development Administration (CARICAD) • CARDI
Regional	Fisherfolk organisation	<ul style="list-style-type: none"> • Caribbean Network of Fisherfolk Organisation (CNFO) 	
Regional	Academia		<ul style="list-style-type: none"> • Centre for Resource Management and Environmental Studies (CERMES), University of the West Indies
Regional	Non-governmental organisation		<ul style="list-style-type: none"> • Caribbean Conservation Association (CCA)
National	Government	<ul style="list-style-type: none"> • Fisheries Advisory Committee (Ministry of Agriculture) • Fisheries Division – Ministry of Agriculture • Coastal Zone Management Unit 	<ul style="list-style-type: none"> • Markets Division – Ministry of Agriculture • Planning Unit – Ministry of Agriculture • Ministry of Health • Ministry of the Environment • Ministry of Foreign Affairs • Ministry of Tourism • Energy Division, Office of the Prime Minister
National	Private sector	<ul style="list-style-type: none"> • Fisherfolk • Boat owners 	<ul style="list-style-type: none"> • Insurance companies • Banks • Game fishing (chartered boats)

Level of operation	Type of organisation	Primary stakeholders	Secondary stakeholders
			<ul style="list-style-type: none"> • Oistins Bay Garden (recreational area and entertainment facility) • Fish processors: (e.g. Lashley & Waithe Fish Processors Inc., Ocean Fisheries Ltd., Central Fish Processors) • Fish vendors • Gas/ service stations • Consumers • Fishing equipment suppliers
National	Fisherfolk organisation	<ul style="list-style-type: none"> • Barbados National Union of Fisherfolk Organisations (BARNUFO) • Oistins fisherfolk organisation • Weston fisherfolk organisation • Conset Bay fisherfolk organisation • Sanpit fisherfolk organisation • Six Men’s fisherfolk organisation • Barbados Game Fishing Association (BGFA) 	
National	Non-governmental		<ul style="list-style-type: none"> • Barbados Hotel and Tourism Association (BHTA) • Barbados Marine Trust • Barbados Agricultural Society
Key stakeholders <ul style="list-style-type: none"> • Fisheries Division • Consumers • Boat owners • Fisherfolk • Vendors • Processors • Fuel pumps • BARNUFO • PFOs • FAC 			

Level of operation	Type of organisation	Primary stakeholders	Secondary stakeholders
	<ul style="list-style-type: none"> • Markets Division, Ministry of Agriculture • Tackle shops • CERMES • Ministry of Health • CRFM 		

Table 0.2 Primary, secondary and key stakeholders in the fishery in Grenada

Level of interaction	Type of organisation	Primary stakeholder organisations	Secondary stakeholder organisations
International	Intergovernmental		<ul style="list-style-type: none"> • United Nations Education, Scientific and Cultural Organisation (UNESCO) • United Nations Development Programme (UNDP) • Food and Agriculture Organisation (FAO) • Inter-American Institute for Cooperation on Agriculture (IICA)
Regional	Intergovernmental	<ul style="list-style-type: none"> • Caribbean Regional Fisheries Mechanism (CRFM) 	<ul style="list-style-type: none"> • Organisation of Eastern Caribbean States- Environment and Sustainable Development Unit (OECS-ESDU)
Regional	Private sector		<ul style="list-style-type: none"> • Eastern Caribbean Central Bank (ECCB)
Regional	Non-governmental organisation		<ul style="list-style-type: none"> • Sustainable Grenadines Inc. (SusGren)
National	Government	<ul style="list-style-type: none"> • Ministry of Agriculture, Forestry and Fisheries • Fisheries Division 	<ul style="list-style-type: none"> • Grenada Industrial Development Corporation (GIDC) • Grenada Ports Authority • Grenada Airports Authority • National Development Foundation • Grenada Rural Enterprise Project • Grenada Micro Enterprises Project • Grenada Food and Nutrition Council • Grenada Bureau of Standards • Marketing and National Importing Board • Ministry of Carriacou and Petite Martinique Affairs • Ministry of Health • Ministry of Environment, Foreign Trade and Export Development

Level of interaction	Type of organisation	Primary stakeholder organisations	Secondary stakeholder organisations
			<ul style="list-style-type: none"> • Ministry of Housing, Lands and Community Development • Ministry of Legal Affairs • Ministry of Tourism and Civil Aviation • Ministry of Works, Physical Development and Public Utilities • Grenada Board of Tourism • National Water and Sewerage Authority (NAWASA) • Government Information Service • Royal Grenada Police Force • Grenada Coast Guard • Land Development Control Authority • Ministry of Foreign Affairs
National	Fisher organisations	<ul style="list-style-type: none"> • Calliste Divers Cooperative • Duquesne Fishermen Cooperative • Melville Street Fishermen Organisation • Petit Martinique Fishermen Cooperative • Sautuers Fisherman Association • St. Andrew’s Fishermen Association • St. John’s Fishermen Association • Soubise Fishermen Cooperative • Southern Fishermen’s Association • Spice Island Bill fish Tournament Committee 	
National	Private sector	<ul style="list-style-type: none"> • Nordom Seafood • Alex Swan Ltd. • Caribbean Seafoods Limited • Spice Isle Fish House Limited • Southern Fishermen Association Inc • Fish exporters • Fish vendors 	<ul style="list-style-type: none"> • Grenada Broadcast • Grenada Manufacturing Council • Grenada Chamber of Industry and Commerce • Industrial Development Corporation (IDC) • Grenada Development Bank

Level of interaction	Type of organisation	Primary stakeholder organisations	Secondary stakeholder organisations
			<ul style="list-style-type: none"> • James Finlay • Roberts Consulting • Budget Marine Grenada • Land 'N' Sea • Marine World Ltd • Island Water World • Shorebase Marine
National	Non-governmental organisations		<ul style="list-style-type: none"> • Agency for Rural Transformation (ART) • Grenada Community Development Agency (GRENCODA) • Gouyave Improvement Committee (GIC) • St. John's Social and Cultural Organizations (SJSCO) • St. Andrew's People's Maroon Association • Young Americas Business Trust (YABT) • Friends of the Earth • Grenada Citizen Advice and Small Business Agency (GRENCASE) • Inter Agency Group of Development Organizations (IAGO) • Grenada Hotel and Tourism Association • Grenada Sailing Association • The Marine and Yachting Association of Grenada (MAYAG) • Grenada Scuba Diving Association (GSDA) • Carriacou and Petite Martinique Water Taxi Association
National	Academia/ research		<ul style="list-style-type: none"> • St. George's University

Level of interaction	Type of organisation	Primary stakeholder organisations	Secondary stakeholder organisations
			<ul style="list-style-type: none"> • T.A. Marryshow Community College
<p>Key stakeholders</p> <ul style="list-style-type: none"> • Fisheries Division • Fishers • Fish processors • Ministry of Health • Caribbean Regional Fisheries Mechanism • Grenada Coast Guard • ART • Board of Tourism • Financial institutions (e.g. Grenada Development Bank) • Ministry of Foreign Trade and the Environment • Ministry of Foreign Affairs • Ministry of Legal Affairs 			

Table 0.3 Primary, secondary and key stakeholders in the fishery in Martinique

Level of operation	Type of organisation	Primary stakeholders	Secondary stakeholders
International	Inter-governmental		<ul style="list-style-type: none"> • West Central Atlantic Fisheries Commission (WECAFC) • Directorate-General for Maritime Affairs and Fisheries, European Union (DG-MARE) • Organisation of Eastern Caribbean States- Environment and Sustainable Development Unity (OECS ESDU)
Regional	Academia	<ul style="list-style-type: none"> • IFREMER 	<ul style="list-style-type: none"> • University of the Antilles and Guyana • Institute for Research and Development • Research Centre for local powers in the Caribbean • Maritime training school
National	Fisherfolk organisations	<ul style="list-style-type: none"> • Association Amicale des Marins-Pêcheurs du Carbet • Association des Marins-Pêcheurs de Grand Rivière • Association des Marins-Pêcheurs de Case Pilote • Association des Marins-Pêcheurs de Schoelcher • Association des Marins-Pêcheurs de Trinité • Association des Marins-Pêcheurs de Bellefontaine • Association des Marins-Pêcheurs de Californie • Association des Marins-Pêcheurs de St Pierre • Association des Marins-Pêcheurs de Ste Anne 	

		<ul style="list-style-type: none"> • Association des Marins-Pêcheurs du Robert • Association des Marins-Pêcheurs Ti tak pou yo • Association des Marins-Pêcheurs du Vauclin • Confédération des Associations de Marins-Pêcheurs et d'élevages marins de la Martinique - Case Pilote • Regional Committee for Fisheries and Marine Breeding 	
National	Government	<ul style="list-style-type: none"> • General Council • Regional Council • Directorate for Marine Affairs 	<ul style="list-style-type: none"> • Division for Fisheries, Maritime affairs and Aquaculture (Ministry of Food and Agriculture, Fisheries, and Land planning) • Ministry for Ecology, Sustainable development, Transport and Housing • National Committee for Fisheries • Ministry for Agriculture, Food, Fisheries, Rural Affairs and Land Planning
National	Private sector	<ul style="list-style-type: none"> • Fishers 	<ul style="list-style-type: none"> • Maritime Bank • Construction and maintenance sector • Vendors • Aquaculture producers rights organisation • Restaurant industry • Aquaculture producers • Banks • Importers • Chamber of Commerce and Industry of Martinique • Consumers
National	Non-governmental organisations		<ul style="list-style-type: none"> • Co-operative Society for Victualling

Key stakeholders:

- Regional Council of Martinique –Commission for Fisheries and Agriculture
- Fisherfolk
- Fisherfolk organisations
- Regional Committee for Fisheries and Marine Breeding
- Directorate for Marine Affairs - Direction de la Mer
- Vendors
- WECAFC
- Co-operative Society for Victualling
- IFREMER
- Consumers
- Inter-City Cooperation Agency
- Construction and maintenance sector – shipbuilding
- Maritime Training School
- Maritime Bank
- General Council of Martinique

Table 0.4 Primary, secondary and key stakeholders in the fishery in St. Vincent and the Grenadines

Level of operation	Type of organisation	Primary stakeholders	Secondary stakeholders
International	Intergovernmental		<ul style="list-style-type: none"> • Global Environmental Facility Small Grants Committee • Organisation of American States • Inter-American Institute for Cooperation on Agriculture
International	Government		<ul style="list-style-type: none"> • Japan International Cooperation Agency (JICA)
Regional	Intergovernmental	<ul style="list-style-type: none"> • Caribbean Regional Fisheries Mechanism (CRFM) 	<ul style="list-style-type: none"> • Organisation of Eastern Caribbean States Environment and Sustainable Development Unit (OECS-ESDU)
Regional	Fisherfolk organisation	<ul style="list-style-type: none"> • Caribbean Network of Fisherfolk Organisations 	
Regional	Private sector	<ul style="list-style-type: none"> • Fishers from other nations including the Caribbean that harvest in the country's water (legally and illegally) 	
National	Government	<ul style="list-style-type: none"> • National Fish Market Limited • SVG Coast Guard Service • Ministry of Agriculture, Rural Transformation, Forestry and Fisheries • Fisheries Division 	<ul style="list-style-type: none"> • Cooperatives Department • St. Vincent and the Grenadines Bureau of Standards • Maritime Administration • National Parks, Rivers and Beaches Authority • Ministry of Foreign Affairs, Foreign Trade and Consumer Affairs • Ministry of Finance and Economic Planning • Ministry of National Security, Air and Sea Ports Development • Energy Unit • Police Service • Ministry of Transport, Works, Urban Development and Local Development

Level of operation	Type of organisation	Primary stakeholders	Secondary stakeholders
			<ul style="list-style-type: none"> • Ministry of Legal Affairs • Ministry of Tourism and Industry • Ministry of Health, Wellness and the Environment • St. Vincent and the Grenadines Tourism Authority • Environmental Services Unit • Physical Planning Department • Tobago Cays Marine Park • Central Water and Sewerage Authority • VINLEC
National	Fisherfolk organisation	<ul style="list-style-type: none"> • Goodwill Fishermen’s Cooperative Society Limited • Calliaqua Fishers Cooperative (Calfico) • Barrouallie Fisheries Development Cooperative 	
National	Private Sector	<ul style="list-style-type: none"> • Sport fishers (Greg Allen) • Fishers that may not be in a in cooperative or association • Fishers harvesting other species • Other fish vendors (no organised group) • Other fish processors (no organised group) 	<ul style="list-style-type: none"> • The St. Vincent and the Grenadines Cooperative Bank Ltd “Penny Bank” • St. Vincent Chamber of Industry and Commerce • Daffodil’s Marine Services • Erika’s Marine Services • Wallace and Co Fishing and Yachting Supplies • Searchlight Newspaper • The Vincentian • The St. Vincent and the Grenadines Hotel and Tourism Association • Bank of St. Vincent and the Grenadines • Bequia Tourism Association • Bequia Indigenous Whalers Association • Southern Grenadines Water Taxi Association

Level of operation	Type of organisation	Primary stakeholders	Secondary stakeholders
National	Non-government organisation		<ul style="list-style-type: none"> • St. Vincent National Trust • Friends of the Environment • Keepers of the Environment • Sustainable Grenadines Inc. • Caribbean Youth Environment Network • Mustique Indigenous Peoples Association • Mayreau Environmental Development Organisation • Union Island Community Services • Union Island Environmental Attackers • Union Island Environmental Action Programme • Canouan Sailing Club • Mayreau Regatta Committee • St. Vincent and the Grenadines Coalition of Service Industries
<p>Key stakeholders</p> <ul style="list-style-type: none"> • Fisheries Division • Fishers of St. Vincent and the Grenadines⁹ • St. Vincent and the Grenadines Coast Guard • Caribbean Regional Fisheries Mechanism • The Maritime Administration • Ministry of Legal Affairs • Ministry of Foreign Affairs • National Parks, Rivers and Beaches Authority • Ministry of Health and the Environment • The National Fish Market Limited • Ministry of Tourism 			

⁹ St. Vincent and the Grenadines has no national fisherfolk organisation. There are several primary fisherfolk organisations. One was approached as part of this study.

Table 0.5 Primary, secondary and key stakeholders in the fishery in Trinidad and Tobago

Level of interaction	Type of organisation	Primary stakeholders	Secondary stakeholders
International	Intergovernmental		<ul style="list-style-type: none"> • United Nations Development Programme (UNDP) • United Nations Educational, Scientific and Cultural Organisation (UNESCO) • Food and Agriculture Organisation of the United Nations (FAO) • International Maritime Organization (IMO) • Technical Centre for Agricultural and Rural Cooperation (CTA)
Regional	Intergovernmental	<ul style="list-style-type: none"> • Caribbean Regional Fisheries Mechanism (CRFM) 	<ul style="list-style-type: none"> • ECLAC Sub-regional Headquarters for the Caribbean • Association of Caribbean States (ACS) • Western Central Atlantic Fishery Commission (WECAFC)
Regional	Private sector	<ul style="list-style-type: none"> • Fish processors and exporters 	
Regional	Fisherfolk organisation	<ul style="list-style-type: none"> • Caribbean Network of fisherfolk Organisations (CNFO) • Fisherfolk organisations from other countries that fish in Trinidad and Tobago's waters both legally and illegally (e.g. BARNUFO) 	
Regional	Academia and research		<ul style="list-style-type: none"> • Caribbean Fisheries Training and Development Institute (CFTDI) • University of the West Indies (UWI) • Caribbean Industrial Research Institute (CARIRI)
Regional	Non-governmental organisations		<ul style="list-style-type: none"> • Caribbean Natural Resources Institute (CANARI) • Cropper Foundation

Level of interaction	Type of organisation	Primary stakeholders	Secondary stakeholders
			<ul style="list-style-type: none"> • Caribbean Network for Integrated Rural Development (CNIRD)
National	Government	<ul style="list-style-type: none"> • Ministry of Food Production, Land and Marine Affairs (including the Fisheries Division) • Tobago House of Assembly (THA)- includes the Department of Marine Resources and Fisheries that is directly responsible for fisheries management on Tobago and other Divisions and Departments • Seafood Industry Development Company Ltd. (SIDC) • Maritime Services Division 	<ul style="list-style-type: none"> • Ministry of Health • Ministry of National Security • Ministry of People and Social Development • Ministry of Planning and the Economy • Ministry of Public Utilities • Ministry of Tobago Development • Ministry of Trade and Industry • Ministry of Transport • Trinidad and Tobago Coast Guard • Ministry of Foreign Affairs and Communication • Ministry of Trade • Ministry of Labour • Trinidad and Tobago Bureau of Standards (TTBS) • Environmental Management Authority (EMA) • Institute of Marine Affairs (IMA) • Chemistry, Food and Drugs Division (CFDD) • Trinidad and Tobago Police Service • Tourism Development Company Limited (TDC) • Solid Waste Management Company Limited (SWMCOL) • Ministry of Legal Affairs • National Agricultural Marketing and Development Corporation (NAMDEVCO) • Ministry of Energy and Energy Affairs (MEEA) including National

Level of interaction	Type of organisation	Primary stakeholders	Secondary stakeholders
			Petroleum) <ul style="list-style-type: none"> • Government Information Services (GIS)
National	Private sector	<ul style="list-style-type: none"> • Crompston Fish Products Ltd • Dockside Seafood; Captain Choice Ltd • Emily Seafoods Int. Ltd • Export Etcetera • Jacob’s Fishing Enterprise • Land, Ice and Fish • Mainline Seafoods • Maradan Limited • Premier Seafoods • Renita Enterprises Ltd. • Seafood Enterprises Ltd • Silva Hooks Exports • Stingrae Caribbean Limited • Trinidad Seafoods Ltd • Other fish vendors and exporters • Industrial fishers (not in an association) 	<ul style="list-style-type: none"> • Agricultural Development Bank • Tobago Hotel and Tourism Association • Trinidad Hotels, Restaurant and Tourism Association • Trinidad & Tobago Chamber of Industry & Commerce • Calypso Marine Canvas Limited • Corsa Marketing Ltd. • Budget Marine Trinidad • Bowen Marine • Glastron Boats • One Caribbean Media (OCM) • The Energy Chamber • Other boat builders and fishing gear suppliers • Restaurant owners
National	Fisherfolk organisations	<ul style="list-style-type: none"> • Trinidad and Tobago Game Fishing Association (TTGFA)- including the Tobago Sport Fishing Association (TSFA) • All Tobago Fisherfolk Association (ATFA) • South West Tobago Fishermen’s Association (SWTFA) • Tobago Fishing Cooperative Society Ltd. (Charlotteville) • Roxborough Fishermen’s Cooperative • Barbados Bay Fishermen’s 	

Level of interaction	Type of organisation	Primary stakeholders	Secondary stakeholders
		Association <ul style="list-style-type: none"> • Studley Park Fishermen’s Association • Parlatuvier Fishermen’s Association • Castara Fishermen’s Association • Belle Garden Fishermen’s Association • Trinidad and Tobago Unified Fisherfolk (TTUF) • Moruga / La Ruffin Fishing Association • Women in Fishing Association • Trinidad and Tobago Industrial Fishing Association (TTIFA) • San Fernando Fishing Co-operative • Cacandee / Felicity Fishing Association • Claxton Bay Fishing Association • Blanchisseuse Fisherfolk and Marine Life Association 	
National	Non-governmental organisations		<ul style="list-style-type: none"> • Buccoo Reef Trust (BRT) • Environment Tobago (ET) • Association of Tobago Dive Operators (ATDO) • Yacht Services Association of Trinidad and Tobago (YSATT) • Save Our Sea Turtles (SOS) • Fishermen and Friends of the Sea (FFOS) • Council of the Presidents of the Environment (COPE)
National	Academia and research		<ul style="list-style-type: none"> • Institute of Marine Affairs (IMA) • University of Trinidad and Tobago (UTT) • UWI

Level of interaction	Type of organisation	Primary stakeholders	Secondary stakeholders
			<ul style="list-style-type: none"> • CFTDI
<p>Key stakeholders</p> <ul style="list-style-type: none"> • Tobago House of Assembly (THA) • Ministry of Food Production, Land and Marine Affairs (including the Fisheries Division) • Ministry of National Security (Trinidad Police Service and the Trinidad and Tobago Coast Guard) • CFTDI • Ministry of Health • EMA • University of the West Indies • Ministry of Foreign Affairs • TTGFA (TSFA) • ADB • Maritime Services Division (MSD) • TTUF • Fish processors (Trinidad Seafoods Ltd.) • MEEA • Ministry of Trade 			

Appendix 8: Capacity analyses of the five countries participating in the study

(Highlighted cell indicates the presence of an element.)

Table 0.1 Capacity analyses of stakeholders in the fishery in Barbados

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
Fisheries Division								Medium
Consumers			<i>There is no entity representing stakeholder as a whole.</i>			<i>Given the high level of fish consumption in Barbados, it is critical for consumers to know more about the resource, and some of the related issues that affect its management</i>		Low
Boat owners			<i>There is no entity representing this stakeholder group</i>					Medium
Fisherfolk			<i>Fishers were considered individually but not necessarily as members of any fisherfolk organisation.</i>					Medium
Vendors								Low
Processors								Low
Gas / service stations						<i>Knowledge on the effects of their activity on the resource needs to be</i>		Low

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
						<i>built (e.g. oil spills, disposal of waste, etc.)</i>		
Barbados National Union of Fisherfolk Organisations			<i>Many fishers are not fully involved in the organisation.</i>	<i>Unsure if adaptive strategies are in place though the organisation has been in existence for and active in the fishery for more than ten years.</i>			<i>To increase its level of operation, BARNUFO would require more materials resources and equipment.</i>	Medium
Primary fisherfolk organisations			<i>Some of the primary fisherfolk organisations lack basic operational structure (e.g. Oistins Fisherfolk Organisation has very weak accounting capabilities).</i>					Medium
Fisheries Advisory Committee (FAC)					<i>The FAC needs to be more visible, and let other stakeholders know what their role is to be able to better engage them.</i>			Low
Markets Division, Ministry of Agriculture								Low
Fishing equipment suppliers								Low
Centre for Resource								High

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
Management and Environmental Studies								
Ministry of Health								Low
Caribbean Regional Fisheries Mechanism								High

Table 0.2 Capacity analyses of stakeholders in the fishery in Grenada

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
Fisheries Division			<i>Organisation remains very top-down. Perception among many stakeholders is that its current structure does not allow others to participate in governance</i>	<i>The organisation is constrained by governmental strictures but believes that it can adapt to changes as needed to manage the industry</i>		<i>Technical skills to participate in governance are present but lack facilitation skills to manage participatory processes in the country</i>	<i>Fisheries Division is lacking the material resources to adequately participate in governance.</i>	Low
Fishers (St. John's Fishermen's Association and the Southern Fishermen's Cooperative)		<i>Despite believing that stakeholders should participate in governance, fishers are often wary of formal participation in governance because of past experiences.</i>	<i>There is no national fisherfolk organisation so there is no overall structure.</i>	<i>Fishers are very traditional and are often reluctant to change as needed to manage the resource</i>	<i>Believe that they can form and maintain relationships with other stakeholders but unsure if these are effective relationships</i>	<i>Fishers believe that they do not have all the skills necessary to participate in governance</i>	<i>Fishers lack resources to participate in governance</i>	Low
Nordom Seafood Ltd		<i>Representative indicated that he is wary of participating in too many consultations and management structures because they do not always result in appropriate action (consultation burnout)</i>				<i>Lack some of the technical skills necessary to participate in governance</i>		Medium

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
Ministry of Health				<i>Organisation has not demonstrated ability to be able to adapt to changes as needed</i>		<i>Organisation lacks both technical and facilitation skills needed for participatory governance</i>	<i>Material resources, especially funding, are lacking</i>	Medium
Caribbean Regional Fisheries Mechanism (CRFM)								High
Grenada Coast Guard	<i>Generally believes that stakeholders should participate in governance but constrained by the type of organisation it is (military).</i>		<i>Military organisation with hierarchical structure. Limited opportunities for stakeholder input in governance</i>	<i>Ability to adapt to changes in the management constrained by the type of organisation</i>		<i>Needs technical knowledge about the resource</i>		Low
Agency for Rural Transformation						<i>Needs technical knowledge on the resource. Organisation has built capacity in facilitation</i>	<i>Inadequate funding to effectively participate in governance</i>	Medium
Board of Tourism				<i>Organisation unable to adapt readily as needed for effective governance. Government organisation that is changing to a statutory body. Hopes that the</i>			<i>Inadequate funding to be an effective partner in governance</i>	Medium

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
				<i>change in type of organisation will improve the timeliness with which it can adapt to changes.</i>				
Ministry of Foreign Trade and Environment			<i>Limited structures to allow stakeholders to participate in governance and management of the fishery</i>			<i>Inadequate facilitation skills</i>	<i>Needs funding to adequately participate in management and governance.</i>	Medium
Ministry of Foreign Affairs						<i>Needs both technical and facilitation skills built</i>	<i>Needs further funding to adequately participate in management and governance of the resource</i>	Medium
Ministry of Legal Affairs	<i>No information available on the capacity of this organisation</i>							
Grenada Community Development Agency (GRENCODA)						<i>Needs both technical and facilitation skills built</i>	<i>Organisation spends much of its resources searching for funding and has limited financial resources to participate fully in governance</i>	Medium
Grenada SCUBA Diving Association (GSDA)				<i>Organisation does not believe that it can effectively</i>		<i>Needs both technical and facilitation skills</i>	<i>Needs further funding</i>	Medium

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
				<i>adapt to changes to manage the resource since it is still developing its mandates.</i>		<i>built</i>		
Energy Division						<i>Needs both technical and facilitation skills built</i>	<i>Needs further funding</i>	Medium
Forestry Division				<i>Government organisation with strict processes of operation that does not always allow for timely decisions</i>		<i>Needs technical skills in fisheries management</i> <i>Organisation has built capacity in facilitation</i>	<i>Needs further funding</i>	Medium
Grenada Development Bank						<i>Needs technical skills to make informed contributions</i>		High
Spice Island Bill Fish Tournament Committee		<i>Organisation is not always willing to participate in governance since does not always consider itself a stakeholder</i>					<i>Needs funding to consistently participate as an organisation in governance</i>	Medium

Table 0.3 Capacity analyses of stakeholders in the fishery in Martinique

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
Regional Council (RC) of Martinique – Commission for Fisheries and Agriculture			<i>Structures are in place, however, more competencies could be transferred from the state level to the regional one (Regional Council)</i>		<i>Participants were of the view that the main interlocutor of the Fisheries Commission should be the Regional Committee for Fisheries and Marine Breeding</i>	<i>Requires more technical skills in the fishery</i>	<i>The Fisheries Division of the RC is sometimes perceived as not making the best use of its material resources.</i>	Low
Fishers			<i>Fishers prefer to be identified as individuals rather than as part of a primary or national fisherfolk organisation.</i>				<i>Individual fishers need material resources like funding</i>	Medium
Fisherfolk organisations			<i>Only a few fisherfolk organisations are fully operational.</i>					Low
Regional Committee for Fisheries and Marine Breeding			<i>New members of the Committee were recently appointed, and the Committee is still undergoing some operational restructuring. A more clearly defined structure was lacking.</i>		<i>The only recognised agency entitled to be involved in resource management. Legislation in July 2010 gave the Committee advisory power/role.</i>		<i>Organisation needs financial resources to effectively participate in governance.</i>	Medium

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
Directorate for Marine Affairs - Direction de la Mer							<i>When the organisation has financial resources, procedures to allocate funds for decentralised cooperation are usually lengthy.</i>	Medium
Vendors		<i>The vendors' interests are not those of the fishers.</i>	<i>Distinction should be made between the vendors who are selling catches from fishers and those involved in food retailing at a much larger scale.</i>			<i>Vendors do not have the required technical skills to fully take part in governance.</i>		Medium
Western Central Atlantic Fishery Commission (WECAFC)								Medium
Co-operative Society for Victualling					<i>Most view the co-operative society as a key stakeholder, mainly based on the extent of its relationships with the professionals.</i>			High
French Research Institute for the Exploitation of the Sea (IFREMER)								High
Consumers		<i>Generally willing to work with others</i>	<i>No organisation for the consumers as a</i>					Low

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
			<i>group of stakeholders</i>					
Inter-city Cooperation Agency							<i>The South Martinique agency recently funded moored fish aggregating devices (FADs)</i>	Low
Construction and maintenance sector – shipbuilding								Low
Maritime training school								Medium
Maritime Bank								Low
General Council of Martinique							<i>The General Council (Department) is mainly responsible for providing infrastructure and equipment (winches, docks, boats etc.)</i>	Low

Table 0.4 Capacity analyses of stakeholders in the fishery in St. Vincent and the Grenadines

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
Fisheries Division	<i>Organisation is changing its mandate to include more stakeholders in the governance in the fishing industry in SVG though still centralised in many ways.</i>	<i>Organisation has demonstrated in the past that it has included stakeholders in the governance process. The representative however believed that the Fisheries Division can do more to ensure that stakeholders actively participate in the governance and management processes</i>	<i>Fisheries Division has a clearly defined hierarchical structure. The Extension Department works closely with its main stakeholders and there are several mechanisms that have been established to ensure that there is stakeholder input in governance of the fishery (including consultations)</i>	<i>The organisation is constrained by governmental strictures but believes that they can adapt to changes as needed to manage the industry</i>		<i>Fisheries Division has all the technical skills necessary to participate in the governance but needs capacity built to facilitate management processes</i>	<i>Fisheries Division is needs further material resources to adequately participate in governance.</i>	Low
Fishers (Goodwill Fishermen's Cooperative Society Limited)	<i>Generally believe that stakeholders should be involved in management but unsure if this is the mandate of all the fishers as fishers have been unable to form a cohesive national fisherfolk organisation (NFO) <i>Are not always</i></i>	<i>Fishers regularly consulted as part of management of the fishery but do not always have others involved in their own governance processes</i>	<i>Need to establish a national fisherfolk organisation that can represent the views of all the fishers in the country. <i>Individual PFOs have clearly defined structures but not all are fully operational</i></i>	<i>Fishers are not always able to adapt to changes as necessary to be effective participants in governance</i>	<i>Organisation can form and maintain relationships with others but unsure if the quality of the relationships can allow effective participation in governance.</i>	<i>Technical skills are present but many lack formal knowledge. Facilitation skills are also needed for management</i>	<i>Fishers lack the material resources to participate effectively as a group in governance.</i>	Low

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
	<i>concerned with the long term sustainability of the resource if management measures affect their livelihood</i>							
St. Vincent and the Grenadines Coast Guard			<i>Organisation has demonstrated willingness to work with other stakeholders to manage the fishery but is constrained by having a hierarchical structure. There is limited scope to change the structure</i>	<i>Unsure of the organisation's ability to adapt readily to changes as the chain of command demands that many persons within the organisation are to be consulted before a decision can be made.</i>			<i>Needs many of the material resources including technology and funding to participate effectively in governance.</i>	Medium
Caribbean Regional Fisheries Mechanism								High
Maritime Administration			<i>Has clearly defined structure with assigned roles. Organisation has mechanisms in place to ensure that stakeholders' views are taken into consideration in governance.</i>	<i>Believes that organisation can readily adapt to changes as needed as it is required to adapt to regulatory changes in the maritime industry on a regular basis</i>	<i>Has demonstrated ability to form and maintain relationships through historical linkages with different organisations. Unsure if their role in the marine industry and in the fishery is clearly understood by other</i>	<i>Technical skills needed in the management of the fishery are not organisational and are required if organisation is to take a larger role in governance</i>	<i>Needs material resources necessary to adequately participate in governance.</i>	Medium

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
					<i>stakeholders as others' perception is different from the organisation's.</i>			
National Parks, Rivers and Beaches Authority				<i>Unsure if the organisation can adapt to changes as they are transitioning to a Systems Plan that has not been fully tested for its ability to effectively manage natural resources</i>		<i>Inadequate technical skills needed to participate in governance. Needs facilitation skills</i>	<i>Inadequate material resources to effectively participate in governance</i>	Medium
Ministry of Health and the Environment			<i>Structure does not always allow for stakeholders to participate in management and governance</i>	<i>Uncertain if the organisation can adapt to changes in a timely manner</i>		<i>Ministry of Health will need to build technical skills to be further involved in governance.</i>	<i>Inadequate funding required to effectively participate in governance.</i>	Low
National Fish Market Limited			<i>Government organisation that does not have the necessary human resource to be involved in governance</i>	<i>May not be able to adapt to the changes in resource</i>			<i>Needs material resources to effectively participate in governance.</i>	Medium
Ministry of Tourism			<i>Organisation believes that it can communicate with others but there is the perception that it fails to function</i>			<i>Organisation needs to have technical skills built. Facilitation skills are also needed in the organisation</i>	<i>Limited material resources to be an effective partner in governance</i>	Medium

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
			<i>suggesting that there are some communication problems.</i>					
Ministry of Foreign Affairs		<i>Organisation historically works with other government, regional and international organisations but does not always work with the community organisations. Stakeholder was reluctant to commit to more involvement nationally given that it functions as the government's link with entities outside the country</i>				<i>Has no technical skills relevant to the fishery</i>	<i>Has limited material resources (funding) to participate consistently in governance</i>	Medium
The Cooperatives Department	<i>Organisation is currently changing its mandate to include stakeholders in governance. It is not currently directly involved in governance</i>		<i>Organisation has clearly defined roles and responsibilities and has suggested structures that will allow it to receive input from other stakeholders that will make the organisation more</i>	<i>Organisation believes that it can adapt to changes as needed but is constrained by government mandates</i>		<i>Lacks necessary technical knowledge to participate in the governance.</i>	<i>Lacks the material resources required to adequately participate in governance</i>	Low

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
			<i>participatory. Not fully implemented.</i>					
St. Vincent and the Grenadines Bureau of Standards			<i>Organisation is currently in transition; structure is uncertain</i>	<i>Lacks ability to change as needed to manage in a timely manner. Constrained by government mandates</i>	<i>Believes that relationships need to be strengthened</i>	<i>Needs technical skills to make informed contributions to governance and in facilitation</i>	<i>Organisation does not have the material resources to be involved in governance</i>	Low
The St. Vincent and Grenadines Cooperative Bank Limited	<i>Philosophy limited and does not extend to governance of the resource.</i>		<i>Mechanisms in place to ensure that stakeholders can make suggestions but suggestions will not always lead to actions</i>	<i>Organisation can adapt to changes as needed though it is uncertain of its ability to adapt to changes in natural resource management</i>	<i>Historical ability to maintain and form relationships with other stakeholders</i>	<i>Needs technical knowledge about the fishery</i>	<i>Does not have all the material resources necessary (equipment, technology)</i>	Low
Sport fisher (Greg Allen)	<i>Individuals do not always see themselves as stakeholders. Interviewee indicated that it was not important to have different stakeholders involved in management or governance.</i>	<i>Has not worked with many different type of stakeholders but has worked with those in the tourism industry</i>	<i>There is no organised group so there is no structure at present. There are only about three sport fishers on St. Vincent. There are more in the Grenadines.</i>		<i>Individual's ability to form and maintain relationships with others high but the individual cannot speak on behalf of all sport fishers. Constrains the validity of the information as it may not be representative.</i>	<i>Needs few technical skills necessary to be involved in governance</i>	<i>Needs resources necessary to participate effectively in governance.</i>	Low
St. Vincent and the Grenadines National Trust						<i>Organisation needs technical skills to make informed contributions to governance.</i>	<i>Organisation needs further funding.</i>	Medium

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
						<i>Capacity needs to be built in facilitation of participatory processes</i>		
Sustainable Grenadines Inc.		<i>Organisation has not tried to have stakeholders involved in its governance process but has shown that they believe that it is important that stakeholders are necessary for management</i>	<i>Lacks defined structure that allows for stakeholder input in governance</i>	<i>Small organisation that is unable to adapt to changes in a timely manner.</i>		<i>Needs technical knowledge necessary to participate in governance. Needs facilitation skills</i>	<i>Lacks funding, technology and equipment necessary to be an effective partner</i>	Low

Table 0.5 Capacity analyses of stakeholders in the fishery in Trinidad and Tobago

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
Tobago House of Assembly	<p><i>Needs to develop mandate that reflects the belief that stakeholders should be included in governance</i></p> <p><i>Organisation has a history of selling decisions to its stakeholders.</i></p>	<p><i>Organisation does not always include other stakeholders in governance</i></p>	<p><i>Hierarchical structure with limited scope for stakeholder involvement in governance. Extension officers are often not given tools to be able to assist fishers nor to effectively take information back to the THA.</i></p> <p><i>Interactions with the Fisheries Division in Trinidad are also not effective and constrain governance of the fishery. There is sometimes conflict between the two management agencies.</i></p>	<p><i>Organisation has a history of not being able to adapt as needed to manage the resource effectively. Decisions made are often not timely.</i></p> <p><i>Ineffective and inadequate strategies in place for succession planning</i></p>	<p><i>The organisation can form and maintain relationships with others but miscommunications can affect the quality of the relationships formed.</i></p>	<p><i>Needs technical knowledge and facilitation skills built.</i></p>	<p><i>Needs all material resources to effectively/adequately manage governance processes</i></p>	Low
Ministry of Food Production, Land and Marine Affairs (including the Fisheries Division)	<p><i>Philosophy of the organisation has not yet changed to one where stakeholders are included in all</i></p>	<p><i>Organisation does not have a history of consistently involving stakeholders in governance but</i></p>	<p><i>Hierarchical structure.</i></p> <p><i>Structure does not always allow for effective interaction</i></p>			<p><i>Needs further capacity built in facilitation of participatory processes</i></p>	<p><i>Needs material resources</i></p>	Low

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
	<i>levels of governance and management of the resource. The new fisheries legislation that is being developed for Trinidad and Tobago will see an overall change in the philosophy of the organisation</i>	<i>works very closely with the non-artisanal fishers to meet ICCAT requirements</i>	<i>with the THA (organisation responsible for management of the resource in Tobago)</i>					
Trinidad and Tobago Coast Guard [TTCG], Ministry of National Security	<i>Military organisation with limited philosophy on stakeholder involvement in governance</i>	<i>Organisation has a history of working with other stakeholders but is limited</i>	<i>Very hierarchical structure with informal and limited avenues for stakeholder input</i>	<i>Needs further strategies to enable it to cope with the changes in governance of the resource</i>			<i>Needs many of the material resources to effectively participate in governance and management</i>	Low
All Tobago Fisherfolk Organisation (ATFA)			<i>Organisation represents many of the primary fisherfolk organisations in Tobago and has clearly defined roles and responsibilities. Organisation is however most active when there is a crisis in fishery.</i>	<i>Lacks the ability to change as needed to effectively participate in governance. Stakeholder has not implemented adaptive strategies that were drafted in the past.</i>		<i>Needs technical skills built.</i>	<i>Needs material resources to be an effective partner in the fishery</i>	Low
Trinidad and Tobago Industrial Fishers			<i>Organisation has clearly defined roles and</i>				<i>Stakeholder lacks funding to be an effective consistent</i>	Medium

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
Association (TTIFA)			<p>responsibilities but not all members are active.</p> <p>Some indicated that the organisation is no longer in existence.</p>				partner in governance	
Blanchisseuse fisherfolk and Marine Life Association (BFMLA)			Organisation is now forming. Has not fully developed as yet.	Organisation plans to include some adaptive strategies in strategic plan.	Stakeholder is still in the process of forming relationships.		Organisation needs further funding to consistently be a part of governance	Low
Trinidad and Tobago Unified Fisherfolk (TTUF)		<p>Fishers have some history of working with other stakeholders.</p> <p>They are often reluctant to have too many stakeholders participating in governance as they (fishers) are marginalised when final decisions are made</p>	<p>Organisation has clearly defined roles but internal conflicts prevent the organisation from having a fully realised structure</p> <p>This national fisherfolk organisation is not truly representative of the fisherfolk organisations as many PFOs are not in the organisation. It is a relatively new organisation that is still being developed.</p>	Lacks the ability to change as needed to effectively participate in governance.	Quality/ effectiveness of the relationships in which the organisation engages is not always high.	Organisation has many of the technical knowledge but there is still need for capacity to be built to make informed contributions to decisions.	Needs material resources	Low

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
			<i>Needs assistance to develop organisation</i>					
Caribbean Fisheries Training and Development Institute (CFTDI)								High
Environmental Management Authority (EMA)		<i>Stakeholder's actions do not always reflect its philosophy of participatory management. Perception among others that some processes are shrouded in secrecy.</i>	<i>Structure of the organisation does not always allow for timely decision-making.</i>	<i>Organisation has very strict internal processes that do not allow for effective adaptation as needed</i>		<i>Needs access to technical knowledge about the resource to effectively participate in governance</i> <i>Needs skills built in facilitation of participatory processes</i>	<i>Funding is often constrained by limited government budgets</i>	Low
Tobago Sport Fishing Association				<i>Organisation has limited ability to effectively adapt as needed.</i> <i>Stakeholder has no formal adaptive strategies in place.</i>			<i>Organisation is highly dependent on funding from sponsors that is not always certain</i>	Medium
Agriculture Development Bank (ADB)		<i>Uncertain history of working with a wide range of stakeholders on a consistent basis for governance</i>	<i>Structure does not allow for stakeholder input in governance</i>	<i>Needs formal strategies that will allow the organisation to adapt</i>		<i>Needs technical knowledge to make informed contributions to decisions in the fishery.</i>		Low
Maritime Services Division (MSD)				<i>Limited ability to adapt to changes.</i>			<i>Needs funding</i>	Medium

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
				<i>Needs to develop formal strategies that include governance and management of the fishery</i>				
Trinidad Seafoods Ltd.		<p><i>Is not always willing to participate in overall governance in the fishery as the process is slow</i></p> <p><i>Is sometimes willing to attend meetings when asked.</i></p> <p><i>Processor need to be shown the value of organising or being part of an organisation/ association.</i></p>	<p><i>There is no formal organisation for all the processors though they are invited to be part of the national fisherfolk organisation. Few have joined.</i></p> <p><i>Individual businesses have clearly defined roles and responsibilities with very informal structures to allow for stakeholder input in governance</i></p>				<i>Needs material resources to be an effective partner in governance</i>	Medium
Institute of Marine Affairs (IMA)							<i>Organisation needs further material resources</i>	High
Buccoo Reef Trust (BRT)			<i>Organisation is not fully functioning at present and is in the process of re-building</i>	<p><i>Needs adaptive strategies.</i></p> <p><i>BRT has not been able to recover from</i></p>		<i>Needs to develop facilitation skills and needs access to technical knowledge about the fishery</i>	<i>Organisation has no funding to participate in governance</i>	Low

Name of stakeholder	World view	Culture	Structure	Adaptive strategies	Linkages	Skills	Material resources	Overall capacity
				<i>the loss of its main funding agency a few years ago. Funding base was not diversified enough to allow for adaptation</i>				

Appendix 9: Willingness analyses of the stakeholders participating in the study

Table 0.1 Willingness to participate in governance of the fishery in Grenada

Who is the stakeholder?	Main activity associated with the resource	Willingness of stakeholder to participate in management
Fisheries Division	Government fishery manager Legislative Conservation of the resource	Stakeholder legal mandated to manage the fishery
Fishers	Traditional users of the resource	Willing but need capacity built
Fish processors (Nordom Seafood Ltd)	Processing, marketing, exporting fish	Willing to participate in a limited manner in management and governance (only consultations)
Ministry of Health	Regulation of quality of the resource	Willing as mandated to help in quality assurance
Grenada Coast Guard	Enforcement of regulations on the water	Willing
ART	Research, sustainable development of rural livelihoods	Willing. Perception among other stakeholders is that this organisation is one of the stronger ones that should be included in management and governance
Board of Tourism	Tourism management	Willing. Organisation is already involved in marine protected area management and ready to be involved in other aspects of management and governance.
Ministry of Foreign Trade and Environment	Conservation Trade	Willing
Ministry of Foreign Affairs	Transboundary regulation of the resource	Willing to participate only as it relates to transboundary governance
Grenada Community Development Agency (GRENCODA)	Research in livelihood development	Willing
Grenada SCUBA Diving Association (GSDA)	Tourism	Willing to participate in overall governance of fishing but not necessarily in management and governance of one particular fishery.
Energy Division	Provides policy on fuel use Potential source of conflict with fishers in open waters	Willing. Concerned that planned future activities in the energy sector will curtail the number of days that fishers will be able to catch fish.
Forestry Division	Government regulator involved in the management of the protected areas system plan for the island	Willing to participate as part of the holistic approach to governance of the resource
Grenada Development Bank	Funding for fishers, processors and others in the sector	Believes that fishing is a critical sector that is often unrecognised and that one of the keys to managing the sector is to improve the way those involved in the sector manage their finances

Who is the stakeholder?	Main activity associated with the resource	Willingness of stakeholder to participate in management
Spice Island Bill Fish Tournament Committee	Sport fishing, tourism	Uncertain about willingness but willing to participate in a limited way. Needs more information to be an effective partner in governance

Table 0.2 Willingness to participate in governance of the fishery in St. Vincent and the Grenadines

Who is the stakeholder?	Main activity associated with the resource	Willingness of stakeholder to participate in management
Fisheries Division	Government fishery manager Legislative Conservation of the resource	Stakeholder legislated to be responsible for management of the fishery
Fishers (Goodwill Fishermen's Cooperative Ltd)	Traditional users of the resource	Willing but need capacity built
St. Vincent and the Grenadines Coast Guard	Enforcement of regulations	Legally mandated to be responsible for coastal defence and safety.
Caribbean Regional Fisheries Mechanism	Legislative Advisory Research Government fishery manager Conservation of the resource Coordinate and promote fisheries development	Facilitation of management and governance of the resource in member states is part of the CRFM's mandate
Maritime Administration	Regulatory (maritime issues)	Unwilling to be involved in areas of management beyond vessel registration and safety measures as lacks staff and other resources.
National Parks, Rivers and Beaches Authority	Regulatory	Legally mandated to regulate beaches including those where fish are landed
Ministry of Health and the Environment	Quality assurance	Willing to attend and take part in more formal management and governance of the resource
National Fish Market Limited	Fish processing Marketing of fish	Willing
Ministry of Tourism	Tourism including sports tourism	Limited involvement only as pertains to the effect on tourism
Ministry of Foreign Affairs	Issues relating to the transboundary management of the resource	Willing to be involved in regional management and governance but not necessarily national aspects
The Cooperatives Department	Regulates cooperatives including the fishing cooperatives	Only willing to have limited involvement as does not want to be included in other aspects of management and governance outside its current mandate
St. Vincent and the Grenadine Bureau of Standards	Quality assurance	Willing.
The St. Vincent and Grenadine Cooperative Bank Limited	Loans for the fishers	Only limited involvement currently but believes that there is large potential for fishing in St. Vincent and the Grenadines that can benefit from their financial help

Who is the stakeholder?	Main activity associated with the resource	Willingness of stakeholder to participate in management
Sport fisher (Greg Allen)	Resource user	Very limited involvement. Would like to have information on the trends in fishing
St. Vincent and the Grenadines National Trust	Conservation	Willing to be part of management and governance
Sustainable Grenadines Inc.	Conservation Sustainable development	Resource located outside the area under mandate of organisation

Table 0.3 Willingness to participate in governance of the fishery in Trinidad and Tobago

Who is the stakeholder?	Main activity associated with the resource	Willingness of stakeholder to participate in management
Tobago House of Assembly	Government fishery manager Conservation Advisory Legislative/ regulatory	Legally mandated to manage the fishery in Tobago
Ministry of Food Production, Land and Marine Affairs	Government fishery manager Conservation Advisory Legislative/ regulatory	Legally mandated to manage the fishery in Trinidad and Tobago
Trinidad and Tobago Coast Guard (Ministry of National Security)	Regulatory (enforcement of regulations)	Mandated to guard the coastal resources including the fishery. Willing to participate in other aspects of management and governance because understands that all critical stakeholders should be involved to be effective.
All Tobago Fisherfolk Association (ATFA)	Fishing Fish processing	Willing to be involved in the governance of any fishery resource because members are traditional users of the coastal pelagics
Trinidad and Tobago Industrial Fishers Association (TTIFA)	Non-artisanal fisherfolk organisation (shrimp and groundfish)	Willing to participate to very limited degree in decision-making in the large pelagic fishery. There were sometimes conflicts between the artisanal and non-artisanal fishers though not as much as in the past. Many non-artisanal fishers believe that the organisation is defunct.
Blanchisseuse Fisherfolk and Marine Life Association	Fishing Fisherfolk organisation	Willing to participate in decision-making in all fisheries but may not yet have the capacity to do so.
Trinidad and Tobago Unified Fisherfolk	Fishing Fish processing	Willing but organisation is not well known. Individual primary fisherfolk organisations are more commonly invited to meetings than the national fisherfolk organisation. Organisation is however, relatively young.
Caribbean Fisheries Training and Development Institute	Training Education and awareness	Participation via training activities will facilitate the widespread use of sustainable fish capture and fishing gear technologies. Unsure if willing to participate in overall governance of the resource.
Environmental Management Authority	Legislative	EMA's mandate demands that they are responsible for general

Who is the stakeholder?	Main activity associated with the resource	Willingness of stakeholder to participate in management
	Advisory Conservation	environmental management with a strong emphasis on conservation and wise use of the resource
Tobago Sport Fishing Association	Sport fishing Tourism	Willing as members consider themselves to be stakeholders in the use of the resource.
Agricultural Development Bank	Funding/ lending agency	Organisation is very uncertain about how involved they would like to be in the governance of the fishery because of its current limited involvement in governance and management. Willing to provide advice based on its mandate.
Maritime Services Division	Regulatory Advisory	Part of the organisation's mandate to regulate vessels.
Trinidad Seafoods Ltd.	Fish processing	Willing to participate in a very limited way. Many processors are not part of fisherfolk organisations and businesses are not organised into associations. There are no structured avenues for representation of the group in management
Institute of Marine Affairs	Research Advisory	Willing to continue participating in management and governance. Was a member of the Monitoring and Advisory Committee on the Fisheries of Trinidad and Tobago (MAC)?
Buccoo Reef Trust	Research Conservation Advisory	Needs capacity built to participate but is willing
Non-artisanal fishers	Fishing	Very involved in the management of the fishery. Work very closely with the Fisheries Division in Trinidad to record catches and to suggest quotas for ICCAT.

Appendix 10: Levels of influence of stakeholders in the fishery at the national level

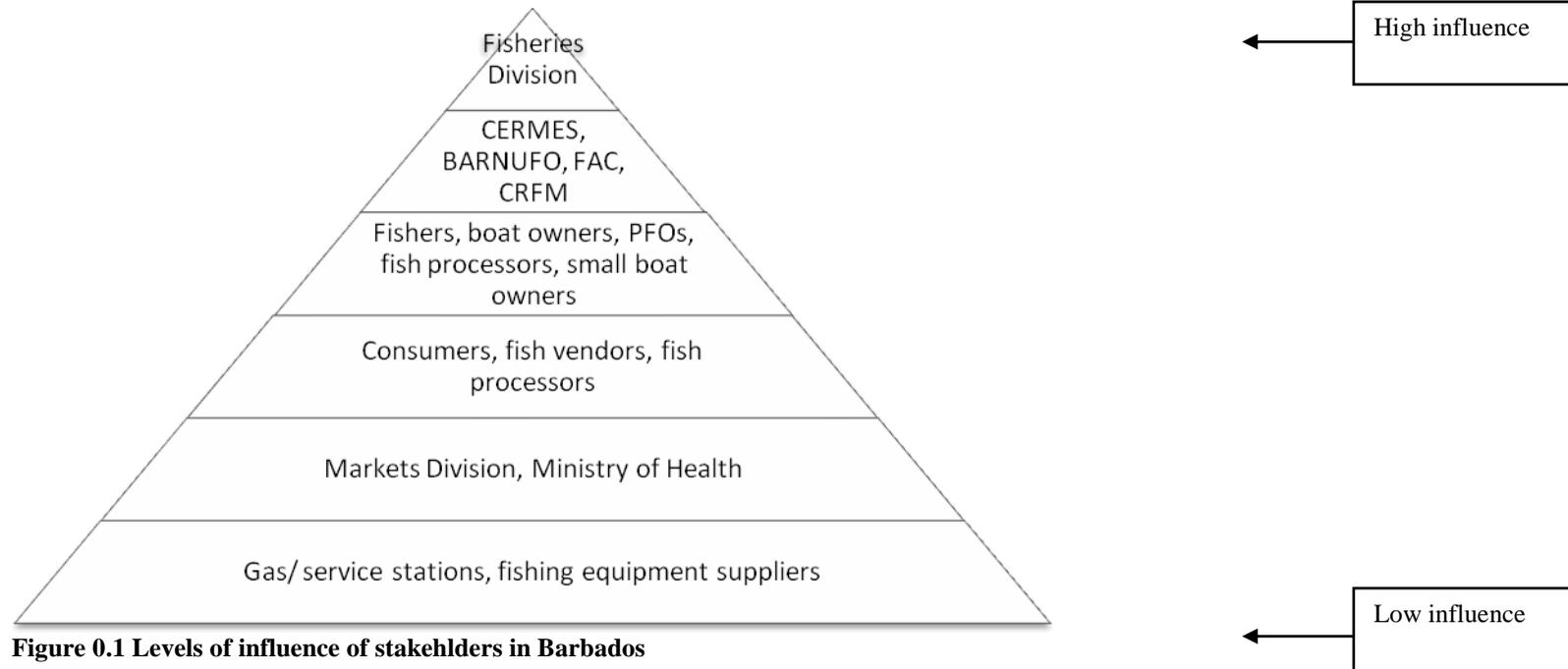


Figure 0.1 Levels of influence of stakeholders in Barbados

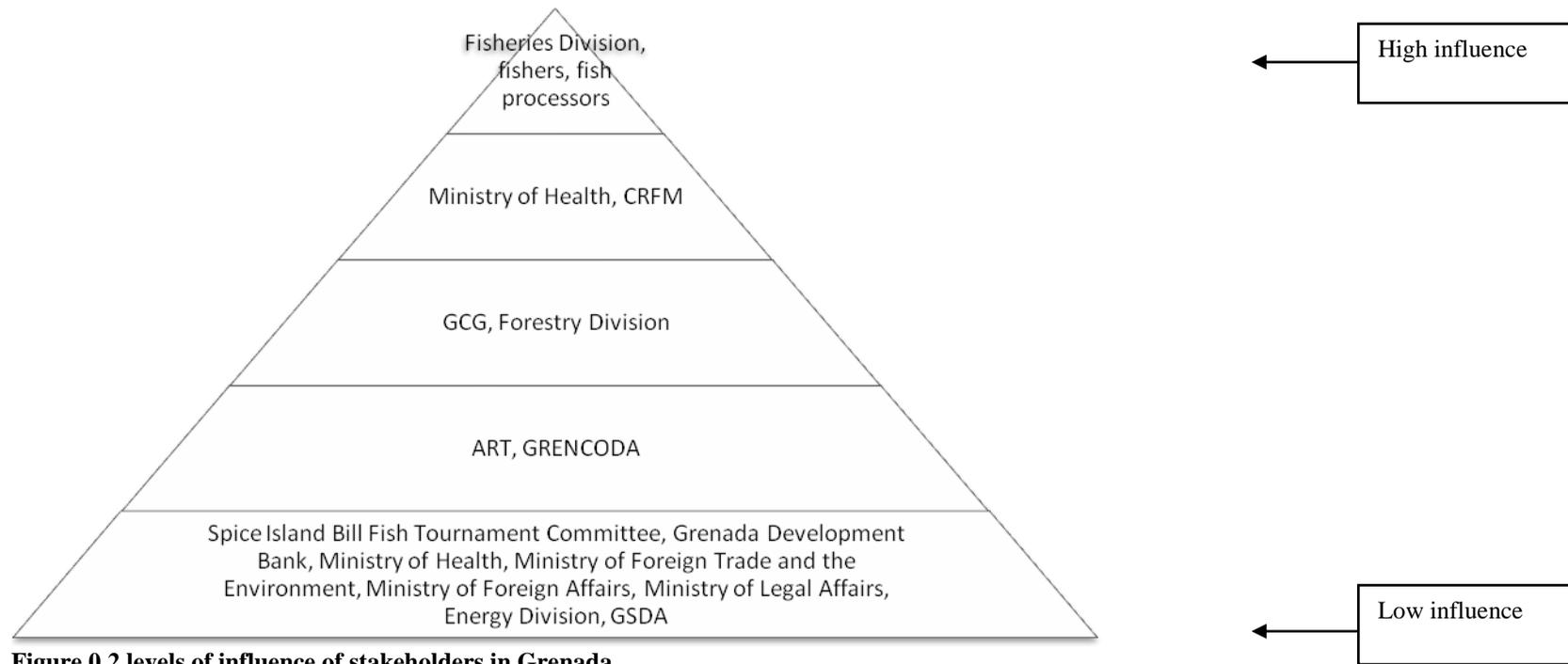


Figure 0.2 levels of influence of stakeholders in Grenada



Figure 0.3 Levels of influence in Martinique

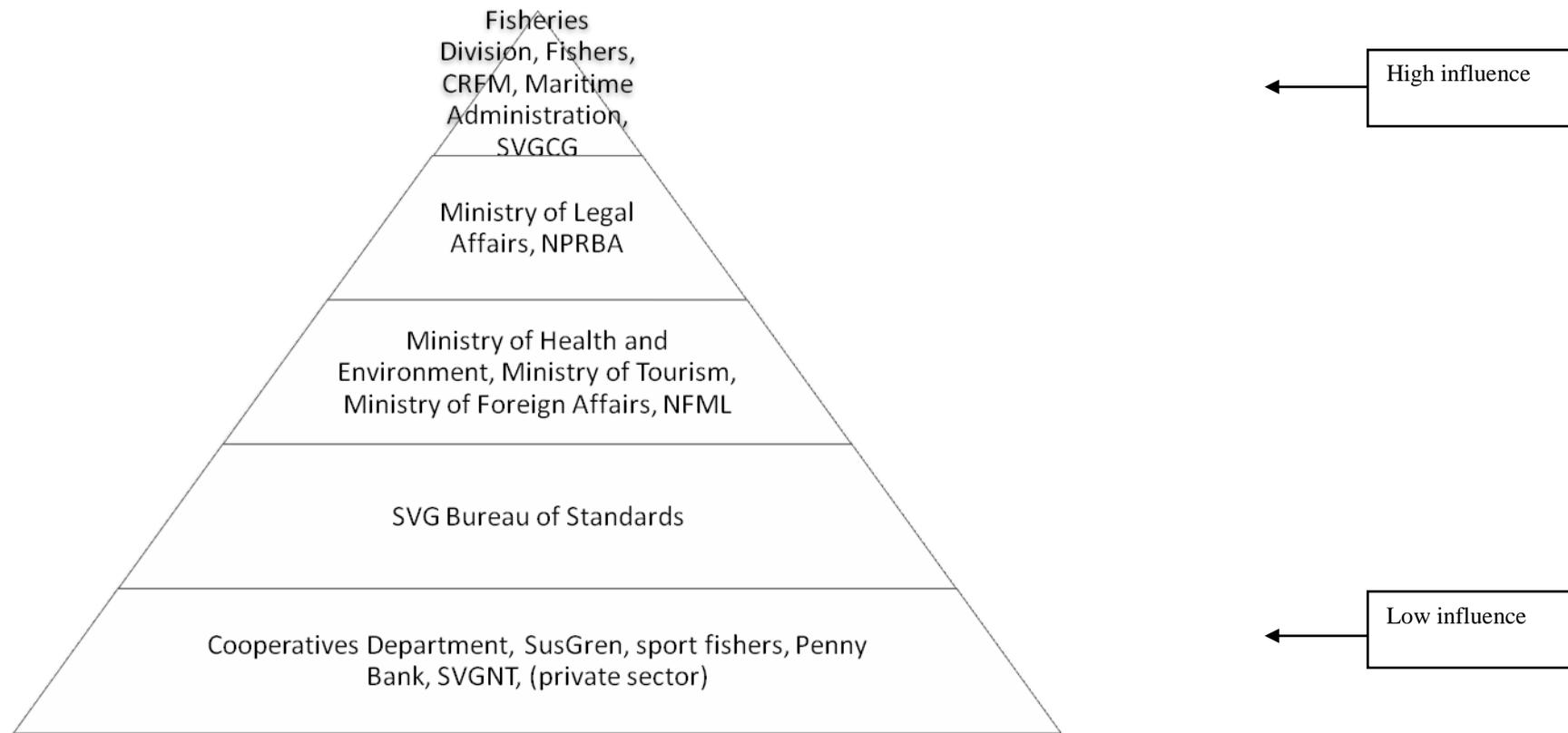


Figure 0.4 Levels of influence in St. Vincent and the Grenadines

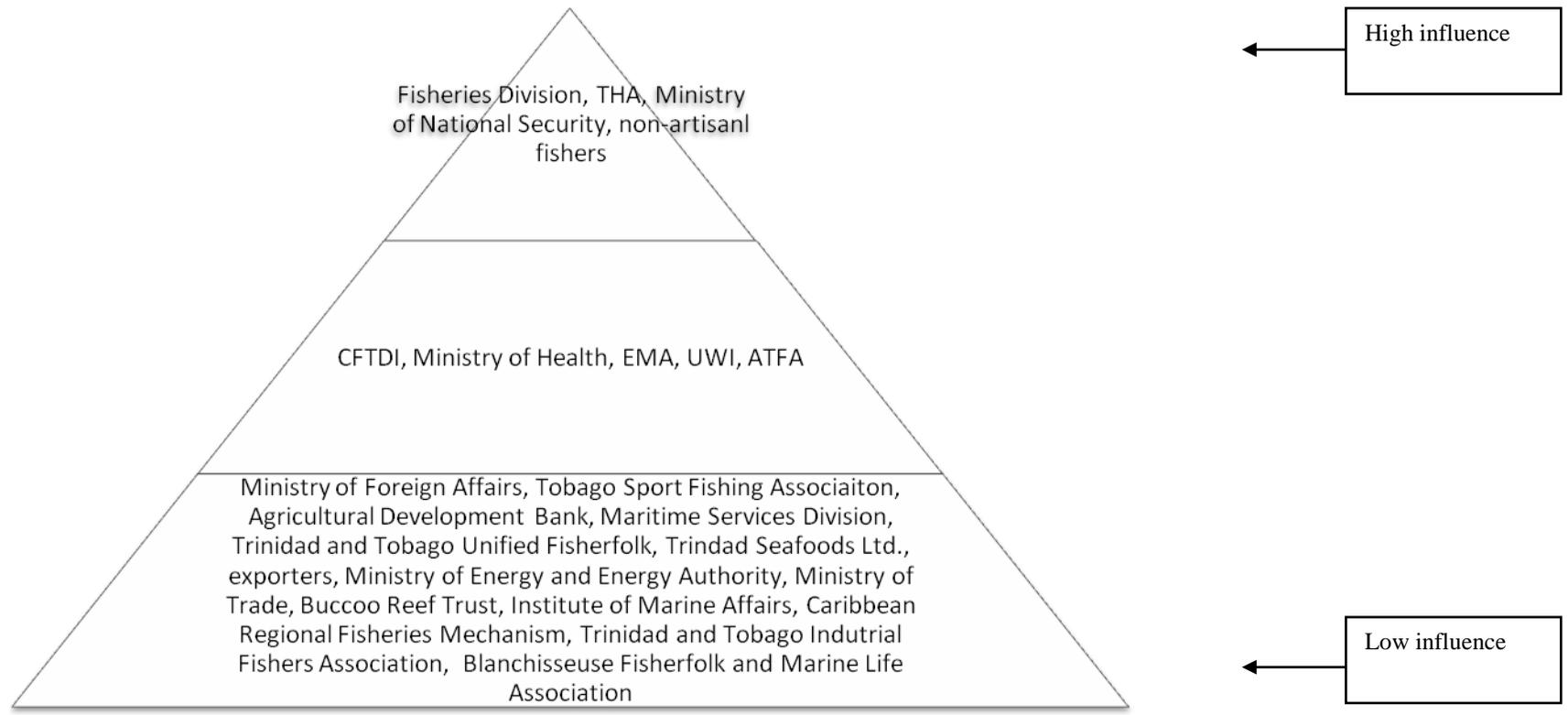


Figure 0.5 Levels of influence in Trinidad and Tobago

Appendix 11: Strategies to address constraints and challenges for stakeholder engagement

Table 0.1 Matrix showing how the different strategies can address constraints and challenges

Constraint	Participation strategy	Communication strategy	Mentoring and coaching	Action Learning Groups	Financing strategy
Regional level stakeholders					
Inadequate resources	Guides resource allocation among stakeholders dependent on how deeply they are involved			Can include donors to contribute to enhancing their understanding of funding needs and contribute to funding opportunities being more responsive to recipient needs Can catalyse complimentary initiatives and stimulate funding	Sets minimal budget and has fund-raising plan to effect plans and strategies
Limited knowledge and understanding of how to implement the ecosystem approach to fisheries management (EAF) at different governance levels	Identifies possible roles for stakeholders	Improves awareness by targeted products and pathways	Facilitates transfer of knowledge of on-the-ground approaches to EAF from more experienced stakeholders to less experienced stakeholders	Can assist in developing a research framework in response to EAF implementation in the region Facilitates peer learning on participatory approaches appropriate for the fishery Can communicate recommendations on approach to fisheries management (EAF) at different governance levels to key management agencies. Through membership in the ALG, regional agencies can identify opportunities to link with their initiatives so assisting in implementation of EAF.	

Constraint	Participation strategy	Communication strategy	Mentoring and coaching	Action Learning Groups	Financing strategy
Inconsistent messages about EAF		Determines the messages and pathways that must be used to improve uptake of EAF	Supports stakeholders to craft clearer messages	Assist with determining messages, target audiences and selection of pathways	
Short history of employing participatory approaches within the region		Shares lessons on participatory approaches		Peer learning on participatory approaches appropriate for the fishery	
Legal and legislative environment for the management of fisheries does not enable participatory approaches	Identifies the roles of various stakeholders to bring about the changes necessary for EAF	Advocacy for change in legislation can be targeted at key change agents		Can identify and prioritise actions to effect EAF ALG can include key change agents so that buy-in to amendments to legal and policy framework is maximised Peer learning and support to develop innovative ways to work with existing legislation while they are being changed	
Disconnect between regional management and national management		Determines pathways to transfer regional management decisions to actions on the ground		Identifies best management approaches to promote in the region.	
Perception of fishing as a livelihood		Increases awareness of the importance of fishing to the economy		Identifies documented analysis of the contribution of fisheries to livelihood for promotion to target audiences.	
Secondary stakeholders do not see themselves as stakeholders	Determines the desired level of participation of stakeholders in the fishery	Clarifies the EAF approach Improves understanding the role of stakeholders in management of the fishery		Can include secondary stakeholders and so can improve their understanding of their role in management of the fishery.	
Insufficient importance attached to communication	Identifies which stakeholders should be	Clarifies how information is to be communicated on		Promotes the importance of effective communication in	Funding to ensure that necessary resources (e.g.

Constraint	Participation strategy	Communication strategy	Mentoring and coaching	Action Learning Groups	Financing strategy
	involved in communication and how effective communication contributes to EAF	EAF and promotes the importance of communication in effecting EAF		implementing EAF.	human, financial) are allocated to implement communication strategy.
National level stakeholders					
Inadequate organisation among stakeholders in civil society	Determines desired level of participation for each stakeholder and therefore resource allocation	Sharing messages on the value of being organised	Mentoring and coaching for organisational development	Identifies regional best practices to promote participation in governance	Funding to support organisational development
Inadequate participation in existing organisations	Determines desired level of participation for each stakeholder	Sharing messages on the value of participating in existing organisations to participate in governance	Mentoring and coaching as needed for individual stakeholder groups	Identifies regional best practices to promote participation in governance	Funding to support organisational development
Inadequate resources	Desired level of participation determines fund allocation to stakeholders				Amount allocated to various stakeholders; governance and management measures
Meeting places unsuitable		Targeted products and pathways selected to enable effective participation	Individual stakeholder support and engagement through the use of the mentor or coach	Promotes appropriate selection of meeting venues and meeting times (below) through consensus	
Time of meeting unsuitable		Targeted products and pathways to suit	Individual stakeholder engagement		
Inadequate information available to participate effectively in governance	Determine desired level of participation	Products and pathways used and frequency of use			
Chosen pathways ineffective		Targets the pathways to suit the audience.			
Communication within organisations not always effective	Stakeholders can identify the best way to communicate with themselves	Develop strategy for internal communication	Individual stakeholder coaching to improve internal communication	Peer support among key stakeholders to use effective methods to communicate	
Insufficient prominence of some key stakeholders	Improved understanding of role of stakeholders	Promotion of the activities of key stakeholder to specified target audiences			Funding to effect communication
Insufficient coordination for management and governance				Peer support and learning across sectors	

Constraint	Participation strategy	Communication strategy	Mentoring and coaching	Action Learning Groups	Financing strategy
				Informal networks established to contribute to better information exchange	
Short history of effective participatory measures employed in the management of natural resources within countries		Distil lessons learnt to include in messages	Mentoring and coaching as needed to support understanding of best practices for implementation	Peer learning to develop innovative methods for participatory management and governance Best management practices identified for promotion	
Perception of fishing		Increases awareness of flyingfish fishery to economies		Informal networks established and used to promote the importance of fishing to livelihoods in the region.	
Stakeholders not concerned about management and governance	Determines desired level of participation	Increases awareness of importance of participation			
Stakeholders unwilling to participate	Determines who should participate	Improves awareness of messages		One-on-one support of understanding of roles and responsibilities	
Low organisational capacity of the primary fisherfolk organisations	Capacity analysis to determines gaps		Support for organisational development	Peer support for development of organisational structures and leadership skills	
Insufficient awareness of the roles and responsibilities of different actors in management and governance	Determines the level of awareness needed to be effective participants in governance	Increases awareness of stakeholders and their messages Increases awareness of the roles and responsibilities of all stakeholders			
Conflicts among stakeholders	Conflict analysis and strategy developed. Mediation may be needed.	Clarifies messages and positions		Builds trust among stakeholders	
Inadequate data collection	Design participatory research methods that can ensure buy-in from stakeholders	Communicates the importance of data collection in the governance of the fishery to		Identifies and prioritises research needs	Funding for training and upgrade/ development of software

Constraint	Participation strategy	Communication strategy	Mentoring and coaching	Action Learning Groups	Financing strategy
	Training in data collection and software use as needed	stakeholders Communicates findings of studies via appropriate pathways so that stakeholders can see how data collection contributes to their livelihoods			
Organisational structures that do not allow for easy stakeholder engagement	Capacity analysis to determine organisational structure		Mentoring to support individual stakeholder development	Peer support among stakeholders (especially government agencies to develop measures that can work even within current structures)	
Inadequate understanding of the need for facilitation	Capacity analysis to determine training needs				Funding allocated to training as needed
Flyingfish fishery not perceived as important for some states in the Eastern Caribbean		Increases awareness of importance of the fishery			