




Food and Agriculture  
Organization of the  
United Nations



# Guidebook for evaluating fisheries co-management effectiveness

---

## How it works



**This publication, “How it works” complements the *FAO Guidebook for evaluating fisheries co-management effectiveness*.** It includes a brief synopsis of the main topics covered and an overview of the detailed evaluation process described in the Guidebook.

It is suggested that users thoroughly review the Guidebook before undertaking an evaluation of fisheries co-management effectiveness.

## How it works

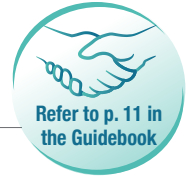
---

Showing you the way through the  
**Guidebook for evaluating  
fisheries co-management  
effectiveness**

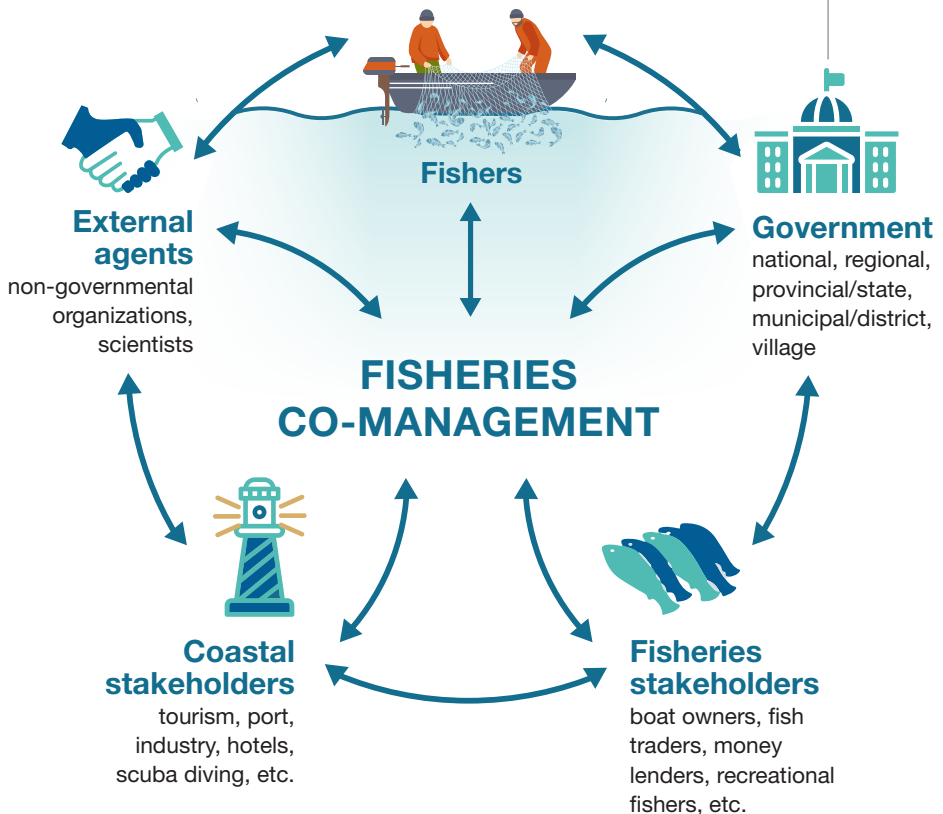
# What is fisheries co-management?

**Fisheries co-management is a partnership arrangement** in which a community of local resource users (fishers) and government, with other stakeholders, share the responsibility and authority for the management of a fishery.

A fisheries co-management system is a governance arrangement by which individuals and institutions interact to make collective decisions on managing fisheries.



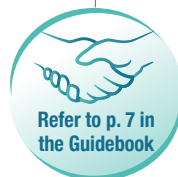
## The actors in a fisheries co-management system



Source: Adapted from Berkes, F., Mahon, R., McConney, P., Pollnac, R. & Pomeroy, R. 2001. *Managing small-scale fisheries: Alternative directions and methods*. Ottawa, Canada, International Development Research Center.

# Why evaluate fisheries co-management effectiveness?

**An analytical framework** helps to organize the evaluation of the performance of fisheries co-management systems and plans.



**Effective fisheries co-management requires continuous feedback** of information to achieve the goals and objectives of the fisheries co-management plan and bring about positive impacts – using fewer resources.



**The evaluation of co-management effectiveness** is linked to routine operational monitoring and evaluation and to adaptive management – a cyclical process of “learning by doing”.



The results of the evaluation can be used to **improve** the functioning of the co-management system, to better **achieve the goals and objectives of the plan**, and to **improve overall fisheries management and governance**.



The evaluation of co-management effectiveness provides a formal way to **learn from what has and has not worked well, and make the necessary improvements**.

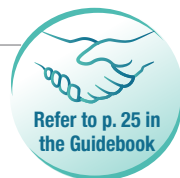
# How to evaluate fisheries co-management effectiveness

The evaluation is undertaken in two separate but complementary parts:

**Part 1:** Evaluation of the co-management implementation process focusing on the standard of management within the fisheries co-management system at government and community levels, i.e. how well the fisheries co-management system was developed and how well it functions against good practices of co-management.

**Part 2:** Evaluation of the achievement of goals and objectives as stated in the fisheries co-management plan at the community level. The evaluation assesses performance and effectiveness against a set of criteria and standards, expressed as indicators.

**Part 1** is undertaken to evaluate the fisheries co-management system, while **Part 2** is undertaken to evaluate the fisheries co-management plan.



The **two parts of a co-management evaluation process**

Evaluation of the design and functioning of the co-management system

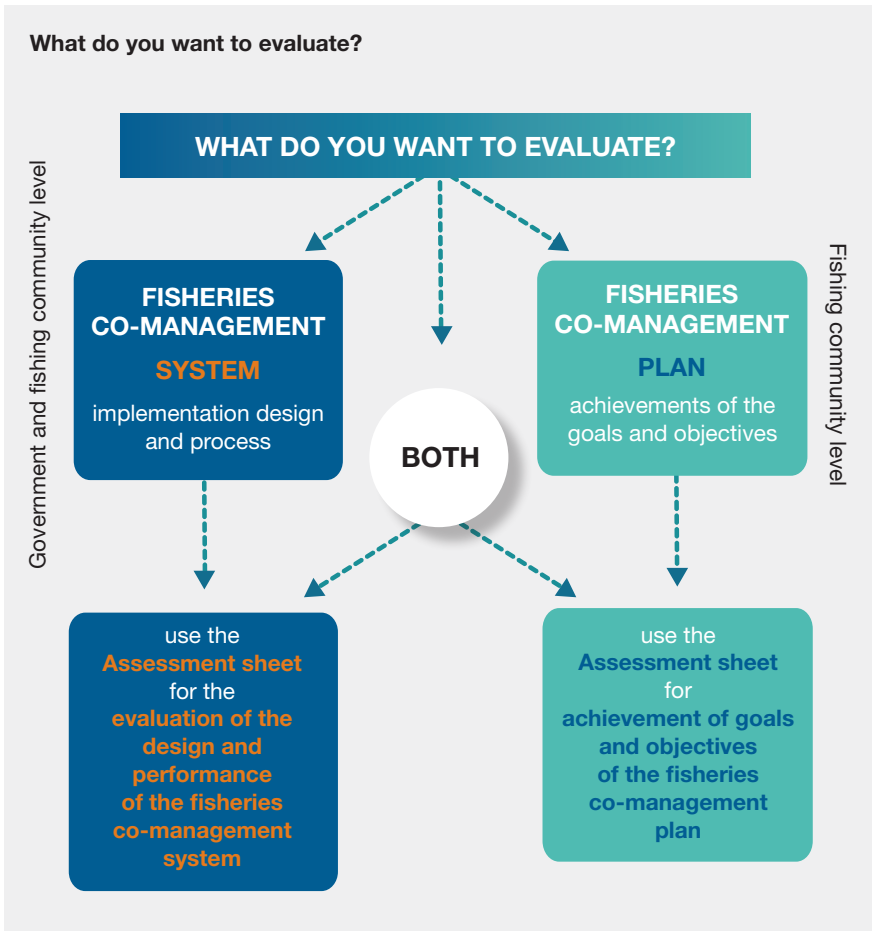
Evaluation of achievement of goals and objectives (outputs and outcomes) of the co-management plan

Understanding of co-management performance and impact

Source: Pomeroy, R., Oh, K., Martone, E., Westlund, L., Josupeit, H. & Son, Y. 2022. *Guidebook for evaluating fisheries co-management effectiveness*. Rome, FAO.

**It is not necessary to conduct both parts of the evaluation.**

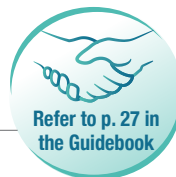
**It is recommended that both parts be undertaken** because they complement each other with information that can provide a deeper understanding of the effectiveness of the fisheries co-management system.



Source: Pomeroy, R., Oh, K., Martone, E., Westlund, L., Josupeit, H. & Son, Y. 2022. *Guidebook for evaluating fisheries comanagement effectiveness*. Rome, FAO.

# The evaluation process

The evaluation process is undertaken in three steps:



## STEP 1 – PLANNING

Tasks needed to prepare for and undertake the evaluation



## STEP 2 – COMPILATION OF INFORMATION

Description of the context and process of implementation of the fisheries co-management system design and process



## STEP 3 – EVALUATION

Implementing the evaluation and analysing data, and validating and communicating results

Source: Pomeroy, R., Oh, K., Martone, E., Westlund, L., Josupeit, H. & Son, Y. 2022. *Guidebook for evaluating fisheries comanagement effectiveness*. Rome, FAO.

The Guidebook provides detailed support for all the **steps, tasks** and **activities** involved in planning, conducting and using the results of a fisheries co-management effectiveness evaluation.



At the **core of the evaluation are five tasks** that are central to conducting a fisheries co-management effectiveness evaluation:

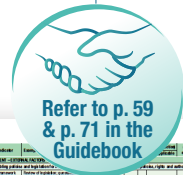


Source: Authors' own elaboration.

**Indicators are a way to measure and determine whether best practices are being achieved** by the fisheries co-management system, and whether the goals and objectives of the fisheries co-management plan are being realized.

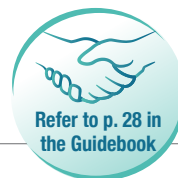
**The Guidebook includes assessment sheets** in which each indicator is presented.

Because “effectiveness” is a multi-dimensional concept, a range of different indicators are provided in the Guidebook. The indicators reflect a diversity of fisheries co-management good practices and fisheries co-management plan goals and objectives.



No.	Indicator's description	Scale	Frequency of assessment	Indicator's responsibility	Data collection method and tools
111	<b>111.1</b> <b>Resource management – criteria (i) (ii) (iii)</b> <b>111.1.1</b> <b>111.1.1.1</b> <b>111.1.1.2</b> 111.1.1.3 111.1.1.4 111.1.1.5 111.1.1.6 111.1.1.7 111.1.1.8 111.1.1.9 111.1.1.10 111.1.1.11 111.1.1.12 111.1.1.13 111.1.1.14 111.1.1.15 111.1.1.16 111.1.1.17 111.1.1.18 111.1.1.19 111.1.1.20 111.1.1.21 111.1.1.22 111.1.1.23 111.1.1.24 111.1.1.25 111.1.1.26 111.1.1.27 111.1.1.28 111.1.1.29 111.1.1.30 111.1.1.31 111.1.1.32 111.1.1.33 111.1.1.34 111.1.1.35 111.1.1.36 111.1.1.37 111.1.1.38 111.1.1.39 111.1.1.40 111.1.1.41 111.1.1.42 111.1.1.43 111.1.1.44 111.1.1.45 111.1.1.46 111.1.1.47 111.1.1.48 111.1.1.49 111.1.1.50 111.1.1.51 111.1.1.52 111.1.1.53 111.1.1.54 111.1.1.55 111.1.1.56 111.1.1.57 111.1.1.58 111.1.1.59 111.1.1.60 111.1.1.61 111.1.1.62 111.1.1.63 111.1.1.64 111.1.1.65 111.1.1.66 111.1.1.67 111.1.1.68 111.1.1.69 111.1.1.70 111.1.1.71 111.1.1.72 111.1.1.73 111.1.1.74 111.1.1.75 111.1.1.76 111.1.1.77 111.1.1.78 111.1.1.79 111.1.1.80 111.1.1.81 111.1.1.82 111.1.1.83 111.1.1.84 111.1.1.85 111.1.1.86 111.1.1.87 111.1.1.88 111.1.1.89 111.1.1.90 111.1.1.91 111.1.1.92 111.1.1.93 111.1.1.94 111.1.1.95 111.1.1.96 111.1.1.97 111.1.1.98 111.1.1.99 111.1.1.100				

# Step 1: Planning



Involves the tasks needed to prepare for the evaluation

## Tasks of STEP 1

**Task 1.1** Develop a workplan, timeline and budget for the evaluation

**Task 1.2** Clarify the purpose and scope and scale of the evaluation

**Task 1.3** Establish the evaluation team

**Task 1.4** Obtain approvals

**Task 1.5** Carry out a stakeholder analysis

**Task 1.6** Plan for stakeholder participation

**Task 1.7** Determine the audience(s) who will receive the evaluation results and develop a communication plan

**Task 1.8** Identify key criteria for the evaluation of the fisheries co-management system

**Task 1.9** Locate the fisheries co-management plan

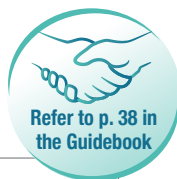
**Task 1.10** Select the indicators

**Task 1.11** Assess what methods and resources are needed for carrying out the evaluation

Source: Pomeroy, R., Oh, K., Martone, E., Westlund, L., Josupeit, H. & Son, Y. 2022. *Guidebook for evaluating fisheries comanagement effectiveness*. Rome, FAO.

## Step 2: Compilation of information

The information is meant to provide background information on the fisheries co-management system to **support the evaluation process**, **help the evaluation team in measuring the indicators** and **interpreting the results**.



### Tasks of STEP 2

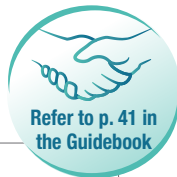
**Task 2.1** Describe the context of the fisheries co-management system

**Task 2.2** Describe the co-management implementation process

Source: Pomeroy, R., Oh, K., Martone, E., Westlund, L., Josupeit, H. & Son, Y. 2022. *Guidebook for evaluating fisheries comanagement effectiveness*. Rome, FAO.

## Step 3: Evaluation

Describes how to carry out the evaluation, including **collecting**, **managing** and **analysing the data** that are required for conducting the evaluation.



### Tasks of STEP 3

**Task 3.1** Implement the evaluation workplan

**Task 3.2** Collect the data

**Task 3.3** Manage data collected

**Task 3.4** Measure the indicators and analyse the results

**Task 3.5** Validate and review the evaluation results

**Task 3.6** Communicate the evaluation results

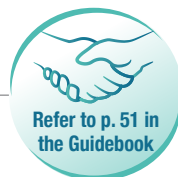
Source: Pomeroy, R., Oh, K., Martone, E., Westlund, L., Josupeit, H. & Son, Y. 2022. *Guidebook for evaluating fisheries comanagement effectiveness*. Rome, FAO.

# Adaptive management

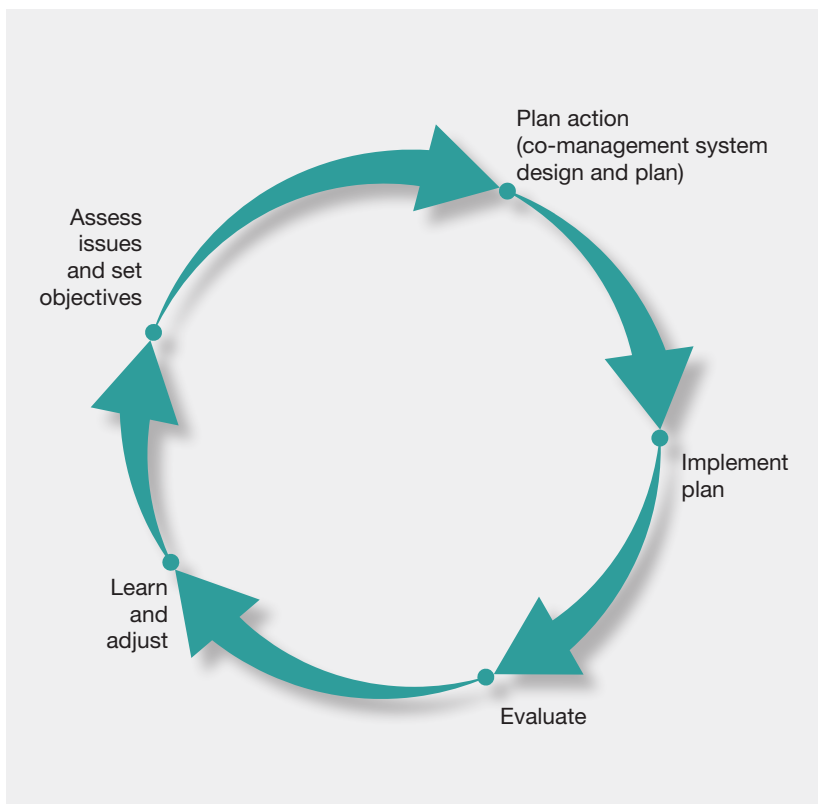
Adaptive management is the process of **testing formal and informal assumptions** in order to learn and adjust future actions.

The results of the evaluation provide an understanding of why the goals and objectives set out in the fisheries co-management plan have or have not been achieved and whether the design and performance of the fisheries co-management system is appropriate.

It is a process of **test–learn–adapt**, or “**learning by doing**”.



## Adaptive management cyclical process



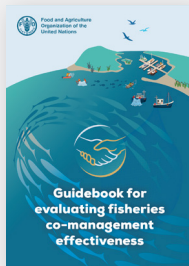
Source: Pomeroy, R., Oh, K., Martone, E., Westlund, L., Josupeit, H. & Son, Y. 2022. *Guidebook for evaluating fisheries comanagement effectiveness*. Rome, FAO.

## Example

An example of the **analysis of an evaluation of a fisheries co-management system AND plan utilising the analytical framework** presented in the Guidebook is:

- **An objective** of the fisheries co-management system may be: effective stakeholder participation and representation.
- **An indicator** to evaluate achievement of this objective may be: all main stakeholders are empowered and capable to actively participate in decision-making.
- **The results** of the evaluation found that the outcome of the objective was not achieved and that there were only a limited number of stakeholders participating in relevant meetings and making their voices heard.
- **The framework** provides a structure for the analysis of why the objective was not achieved by looking at the relationships between this result and the context of the system (Task 2.1), the process (Task 2.2) and other related indicators.
- **In this case**, it was found that a possible explanation for there being only a few participants at meetings could be: (1) the resource users were heterogeneous from many different ethnic groups (context); (2) meetings were not organized on a regular basis (process); and (3) the process of implementing the co-management system did not involve enough capacity building on working together and building trust (best practice indicator).
- **The “explanation”** for this poor outcome was that there was a limited incentive for the resource users/co-management participants to meet because they did not trust each other.
- **An adaptive management strategy was agreed:** to have more training on building trust and to schedule monthly meetings between managers and resource users so that there could be more direct interaction and discussion.

# Fisheries co-management knowledge tools



## Guidebook

provides a process and a method to evaluate the effectiveness of an existing fisheries co-management system operating at a fishery, community, or sector level, or in a spatially defined area

[www.fao.org/3/cc2228en/cc2228en.pdf](http://www.fao.org/3/cc2228en/cc2228en.pdf)



## Case studies

based on the application of the Guidebook



## Online toolbox

to provide detailed suggestions on how to carry out the co-management evaluation

[www.fao.org/in-action/kofap/toolbox/en](http://www.fao.org/in-action/kofap/toolbox/en)



## E-learning course

to provide practical guidance on the co-management evaluation

<https://elearning.fao.org/course/view.php?id=880>







# How it works

This handbook has been developed with the financial support of the Ministry of Ocean and Fisheries of the Republic of Korea and the Korea Maritime Institute.

---

## Contact us

[fisheries-co-management@fao.org](mailto:fisheries-co-management@fao.org)



Some rights reserved. This work is available under a [CC BY-NC-SA 3.0 IGO](https://creativecommons.org/licenses/by-nc-sa/3.0/igo/) licence