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**Sustainable Fisheries Livelihoods Programme (SFLP)**

(GCP/INT/735/UK)

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**Lessons learned from Community and Institutional support projects:**

**Internal evaluation 2000 – 2006**

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## TABLE OF CONTENTS

Abbreviations

Executive summary

### **1. Introduction**

1.1 Background to SFLP community and institutional support projects

1.2 Recommendations of the mid term evaluation

1.3 Statistical summary (overview of CPs and IS)

1.4 Overview of the four main themes and cross cutting issues

### **2. Results**

#### **2.1 Co-management and participation**

2.1.1 Development constraints to be addressed

2.1.2 Aim of the CP & IS projects

2.1.3 Activities / inputs

2.1.4 Outcomes

2.1.5 Summary table

2.1.6 Lessons learned

2.1.6.1 Inclusion

2.1.6.2 Participation in co management institutions

2.1.6.3 Reduced conflicts and security of access

2.1.6.4 Vulnerability reduction and contribution to sustainable resource use

2.1.6.5 Regional dimension and process implementation

#### **2.2 Integration of fisheries communities in local development**

2.2.1 Development constraints to be addressed

2.2.2 Aim of the CP & IS projects

2.2.3 Activities / inputs

2.2.4 Outcomes

2.2.5 Summary table

2.2.6 Lessons learned

2.2.6.1 Induce change in the community

2.2.6.2 Federations

2.2.6.3 Micro finance contribution to pro poor growth

2.2.6.4 Social cohesion and empowerment processes (social dialogue, empowerment)

2.2.6.5 Relationship between fisheries communities and other actors

2.2.6.6 Regional dimension and process implementation

#### **2.3 Market access**

2.3.1 Development constraints to be addressed

2.3.2 Aim of the CP & IS projects

2.3.3 Activities / inputs

2.3.4 Outcomes

2.3.5 Summary table

2.3.6 Lessons learned

2.3.6.1 Interactions between post harvest actors

2.3.6.2 Improved business practices and impact on income and value added

2.3.6.3 Which markets? Domestic/export

2.3.6.4 Regional dimension and process implementation

## 2.4 Integration in national development policies

2.4.1 Processes: CP & IS oriented towards change at meso and macro level

2.4.2 Activities / inputs

2.4.3 Outcomes

2.4.4 Lessons learned

## 2.5 Cross cutting issues: gender, HIV/AIDS and communication

2.5.1 Development constraints to be addressed

2.5.2 Aim of the CP & IS projects

2.5.3 Activities / inputs

2.5.4 Outcomes

2.5.5 Summary table

2.5.6 Lessons learned

2.5.6.1 Mainstreaming gender and reducing vulnerability

2.5.6.2 Training needs

2.5.6.3 Empowerment

2.5.6.4 Regional dimension and process implementation

## **3. Conclusions and recommendations**

3.1 Contribution to CCRF implementation

3.2 Contributions to SLA implementation

3.3 Models for future initiatives

3.4 Recommendations

## **4. Annexes**

## **ABBREVIATIONS**

ACDI: Agence Canadienne d'appui au développement International  
AfDB: African Development Bank  
AFVNP: Association des Femmes Vendeuses de Poisson du Nord  
ANM: Association National des Mareyeur et mareyeuses  
ARTFish: Fisheries statistics programme  
BOC: Base Obligatoire de Contrôle  
CAR: Central African Republic  
CAS: Comité Spécifique  
CAP: Connaissance Attitude et Pratiques  
CAPPED:  
CBO: Community Based Organisation  
CEFORMAD: Centre de Formation en Management et Développement Organisationnel  
CEMAC: Communauté Economique et Monétaire de l'Afrique Centrale  
CCRF: Code of Conduct for Responsible Fisheries  
CDD : Comité de Développement du Débarcadère  
CLCAM: Caisses Locales de Crédit Agricole Mutuel  
CLUP: Communal Land Use Planning  
CMB: Centre de Motorisation des barques de Boussoura  
CNLS: Comité National de Lutte contre le SIDA  
CNSHB: Centre National des Sciences Halieutiques de Boussoura  
COGEREN : Comité de Gestion du Parc de Conkouati Douali  
CVGT : Comité Villageois de Gestion du Terroir  
DNA: Direction national d'alphabétisation  
DRC: Democratic Republic of Congo  
ECOWAS: Economic Community of West African States  
EDATCHO: Umbrella organisation of female fisheries actors in the Cotonou harbour  
EU: European Union  
FAO: Food and Agriculture Organisation  
F: Female  
FSC: Fisheries Service Centre  
GA: General Assembly  
GIE: Groupement d'Intérêt Economique  
GEF-FAO: Global Environment  
GPRS: Ghana Poverty Reduction Strategy  
GPS: Global Positioning System  
GTZ: German Technical Cooperation  
HIV/AIDS: Human Immuno deficiency Virus/ Acquired Immuno Deficiency Syndrome  
I/C: Information/communication  
IEC: Information Education & Communication  
IFAD: International Fund for Agriculture Development  
IOM: International Organisation for Migration  
IRD: Institut pour le Recherche et le Développement  
IS: Institutional Support  
JICA: Japanes International Cooperation Agency  
LSP: Livelihood Support Program  
LDED: Livelihood Diversification and Entreprise Development  
M: Male  
MARAPA: Mar Ambiente e Pesca Artesanal  
MCS: Monitoring Control and Surveillance  
MFI: Micro Finance Institution  
NAC: National Aids Council  
NACCUG: National Association of Cooperative Credit Unions of the Gambia  
NACRDB: Nigerian Agricultural Rural Development Bank  
NCU: National Coordination Unit  
NEPAD: New Economic Partnership for Africa  
NGO: Non Governmental Organisation  
NR: Natural Resources  
NRM: Natural Resource Management

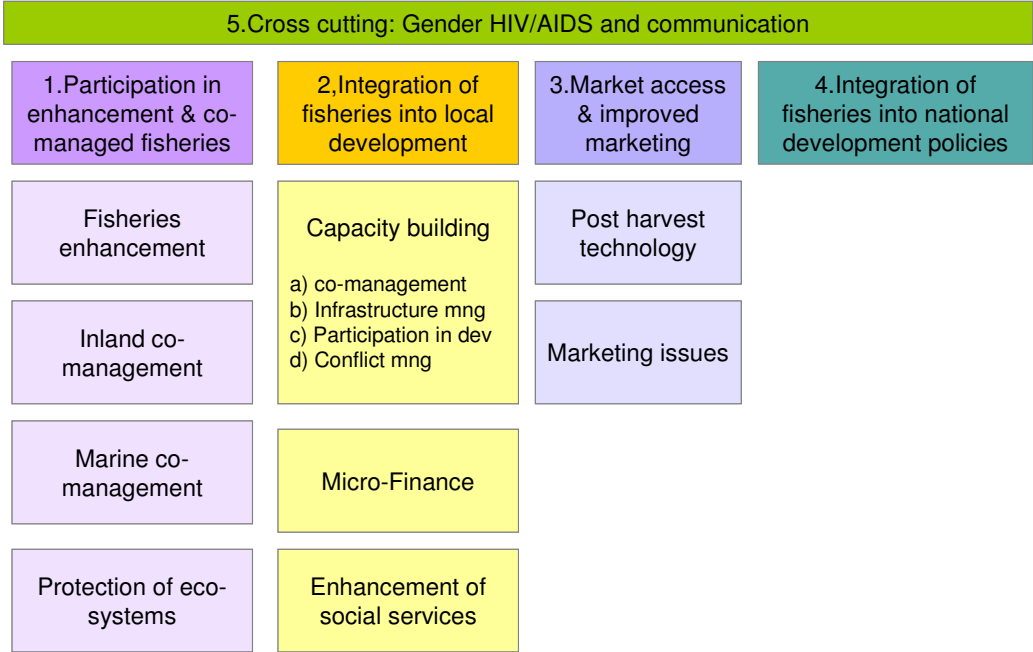
OD: Organisation Development  
OMS: Organisation Mondiale de Santé  
OPM: Office de Pêche du Mali  
PADPPA : Programme d'Appui au Développement Participative de la Pêche Artisanale (Benin)  
PAI : Projet d'appui Institutionnel  
PAIPOD : Programme d'appui à l'insertion des déplacés de guerre (Congo)  
PC : Projet Communautaire  
PEPT : Programme Education Pour Tous (Burkina Faso)  
PIP : Policies, Institutions and Processes  
PP 1,2&3 : Pilot projects  
PREPAFEM : Programme d'appui aux Femmes (Cameroon)  
PRSP: Poverty Reduction Strategy Program  
PPMO: Participatory Product Marketing Opportunity analysis  
PT : Plateforme de transfert  
RF: Revolving Fund  
ROPA: Réseau des Organisations Paysannes d'Afrique de l'Ouest  
ROESAO: Réseau des Opérateurs Economiques du Secteur Agroalimentaire de l'Afrique de l'Ouest  
ROSCA : Rotating Savings and Credit Associations  
RSU: Regional Support Unit  
RM: Resource Management  
SAILD:  
S&C: Savings & Credit  
SLA: Sustainable Livelihoods Approach  
SFLP: Sustainable Fisheries Livelihood Programme  
SNV: Service Néerlandais Volontaire  
SPO: Socio Professional Organisation  
SPFS: Special Program for Food Security  
STEP: Strategies and Tools against social Exclusion and Poverty Programme (ILO)  
STP: Sao Tome & Principe  
TCDC: Technical Cooperation between Developing Countries  
TCP: Technical Cooperation Programme (FAO)  
UNAPEMAB: Union National des Artisan Pêcheurs Maritime du Bénin  
UNDP: United Nations Development Programme  
UO: Union of Organisations  
VFC: Village Fisheries Committee (Burkina Faso)  
VHF: Very High Frequency  
WB: World Bank  
WCS: World Conservation Society  
WHO: World Health Organisation  
WFP: World Food Programme

**Executive summary**

SFLP has in partnership with the National coordination units of 25 countries over a period of six years, executed 82 protocols. The protocols cover institutional support and community projects. A total funding of 1.887.092 US\$ has been approved.

The internal evaluation done by the Regional support unit (RSU) has been organised following four major themes: (i) participation of communities in fisheries enhancement and co-management of the resources, (ii) integration of fisheries communities in local development, (iii) access to markets and improvements in marketing and (iv) integration of the fisheries sector in national development policies. The internal evaluation also included a crosscutting theme regrouping the interventions specially oriented on transversal issues like gender, HIV/AIDS and communication.

**Themes towards which the community projects contributed.**



A summary of the main contribution of each theme to fisheries development and poverty reduction, how the SFLP tackled the issues, the achieved benefits, the major challenges and the key lessons learned is given in the following tables.

**Theme 1:** Participation of communities in fisheries enhancement and co-management of the resources

The adoption of co-management in fisheries development is gaining international appeal and is being implemented across a range of developing countries. At its core is the concern for the long term commitment to improve the resource management.

One of the aims of SFLP was to encourage and enhance co-management through the introduction of participatory processes (action research) and linking micro-meso and macro actors and using lessons learned and experiences from the forestry sector to work with fisheries communities. A change in way of working was putting the communities and the

people first in the process. This was carried out through the execution of the community projects. The action research approach and the learning by doing were part of the process leading to a co-management agreement. The new institutions and co-management agreements have been set up to secure the communities' access to the resource and build linkages and networks in support of sustaining their livelihoods and assist economic development through for example value added technologies, conservation and processing, and aquaculture activities).

21 community projects contributed to the participation of fisheries communities in fisheries enhancement and co-management of the resources. The theme of co-management was subdivided in (i) fisheries enhancement projects (5 projects), (ii) inland co management (8 projects), (iii) marine co management (6 projects) and (iv) protection of eco systems (2 projects).

- In total 54 communities were involved and for those projects where there was direct interaction with CBO a total of 4385 individuals were concerned. The National coordination units have been able to guarantee continuation of funding through established partnerships for 52% of these community projects

Table 1 summarises the characteristics of the different interventions in terms of impact and lessons learned.

### Theme 2: Integration of fisheries communities in local development

Fishing communities are often separated from the main processes in local development. This can be because they are located away from administrative centres, or because they are migrants or new to the area so have barriers to their integration. There are a number of benefits from integration including communities' ability to demand better services including health, education, transport and water. SFLP has contributed towards this through three major components:

- (i) the capacity building component within co-management processes, management of infrastructure, participation in local development and conflict management;
- (ii) the micro finance component and
- (iii) the enhancement of social services component.

29 projects have contributed to the theme. 55% of the projects have established partnerships that will fund activities beyond the CP project. A total of 94 Socio professional organisations (SPO) have been reached and 9 umbrella organisations were supported. Only in one CP there was no partnership established. All projects are working on other sectors than fisheries. In 8 countries Policy, Institution and Process (PIP) processes were supported and through combining institutional support and community projects aimed at changes at the macro level.

The Organisations that were strengthened can at the end of the CP execution be characterised by the quality of the management as follows: 62% having good management capacity, 21% having weak capacities, 4% a bad management and in 13% of the projects it is too early to judge the management quality. Where there have been improvements in management, the communities have increased capacity to manage their activities and integrate themselves into local development processes.

Micro finance support was in all of the projects accompanied with business development trainings. According to the type of intervention we can distinguish interventions through

revolving funds (RF) managed by CBO (29% of the projects), a revolving fund at the CBO level but with technical backstopping by an Micro-Finance Institutions (MFI) (42%) and savings and credit services provided by MFI (29%).

The challenge and policy issue addressed in micro finance is, how small-scale fisheries, which make an important contribution to Africa's economy, can be included in the mainstream Micro finance development and how their integration should be oriented in order to contribute to sustainable management of the resource (application of the CCRF). The historical background of credit schemes in the fisheries sector, aiming to increase productivity through funding of gear at a subsidised rate (resulting in high default rates and mismanagement) undermined the interest of finance institutions in the sector. Marginalisation, insecure rights of access to resources, dependence on uncertain production systems and the risky nature of many fishing operations have made the fisheries sector unattractive to micro finance institutions which are mostly based and oriented towards urban commercial activities.

Enhancement of social services concerned the health sector (in 50% of the projects) and the education sector (in 40% of the projects). Other sectors (agriculture, livestock, forestry) were mainly through access to extension services in the context of livelihoods diversification. 70% of these projects had special attention paid to the participation of excluded groups and 80% of the projects took into account gender concerns.

The main contribution of the community projects towards integration into local development, was the increase of social cohesion. Improved social cohesion forms a solid basis for the promotion of economic development and more equal participation of the fisheries sector as well as more equity in the participation of all the different social groups that are active in the fisheries sector. Major challenges were the issues of how to reduce exclusion and avoid elite capture through effective participation in decision making avoiding monopoly of some groups in setting the development agenda.

Table 2 summarises the characteristics of the different interventions in terms of impact and lessons learned.

### Theme 3: Market access and improvements in marketing

There is huge potential to reduce poverty within fishing communities through improvements in market access and marketing. Many of the community projects specifically targeted post-harvest issues and a number of key lessons were learned.

25 projects were conducted under theme. 64% of these projects have established partnerships and partners will continue their activities. A total of 53 CBOs and 4 umbrella organisations were involved. 16% of the projects had no partnerships.

Despite the successes in these community projects, one of the main findings was related to the major challenges that remain in the post harvest sector and need to be addressed for future poverty reduction within the fisheries sector in developing countries.. The sector has not been visible in national policies and has suffered from under investment and neglect in terms of participation of its actors in the debates on management of the resources and the economy of the sector. The sector is undergoing important influences from changes (i) in climate, (ii) in globalisation of markets, (iii) in fish resource management (protection and conservation, co-management) and in use of new information technologies.

The post harvest actors are not a homogenous group. They have different needs and interests which need to be understood by decision makers. The necessary information on these different actors should be made available to inform decisions taken on the sector's development. Such information could be provided by post harvest profiles (see PP3) and in depth gender analysis.

Table 3 summarises the characteristics of the different interventions in terms of impact and lessons learned.

#### Theme 4: Integration of the fisheries sector in national development policies

While a number of initiatives can be carried out at the community level, integration into national development policies is vital to ensure that there are strategic policy goals for the sector and guaranteed funding for management and poverty reduction support. SFLP used the results and linkages within the community projects to assist the process of integrating the fisheries sector into national development policies.

Through a combination of community and institutional support projects, processes were initiated to influence policies, institutions and processes. The initial start of these processes were planned with the NCUs and were for some countries reflected in a country strategy. Out of 20 countries that were actively involved in SFLP through CP/IS support, 11 have managed to obtain changes at the macro level.

Some examples are: (i) in **Gambia and Burkina Faso** work on literacy resulted in macro – micro interactions and influenced PIPs, (ii) in **Benin, Gabon and Mauritania** the fisheries department is aware of the need to integrate HIV/AIDS in their activities, (iii) in **Congo** the gender profile and the gender strategy developed raised interest from the UN focal point who is interested to continue working on the profile and the community action plans and to develop a “fisheries sector gender strategy”, which should be used as an example by other sectors, (v) in **Niger** the process applied in the formulation of the “fisheries and aquaculture development plan” will be used as an example for other sectors by the secretariat of the rural development strategy (PRSP). These are some examples of influences on PIPs which started from activities at community level.

#### Theme 5: Gender, HIV/AIDS and communication

Gender, HIV/AIDS and communications are important cross-cutting themes which if left out of the equation can result in limited achievements. If gender concerns are not taken into account strategic barriers for the involvement of women, the young, old or poor are not removed and development towards sustainable fisheries and poverty reduction can stall. HIV/AIDS also poses a real risk to fishing communities impacting the productivity of households, their incomes, the burdens of caring for the sick and the high number of orphans left to fend for themselves. Communication is also key to facilitate the process of change which many communities need to go through to make positive changes and capitalise on opportunities.

Gender issues were given specific attention in 17 projects. 6 projects focussed on HIV/AIDS issues and 4 community projects were devoted to radio and communication. Gender issues addressed at the community level concern the participation of women in decision making

processes, in local development and more equity in access to services of fisheries service centres and micro finance institutions. The economic and political empowerment of women and changes in relationship between fisheries actors were subject of interventions in Burkina Faso.

At the CBO level women's participation in decision making and planning, access to training, to information and the participation of poorer groups in CBOs were addressed. At household level, issues of work load of women, access to information, social and economic empowerment, use of income and reduction of vulnerability of women linked to migration and HIV/AIDS have been discussed.

Table 4 summarises the characteristics of the different interventions in terms of impact and lessons learned.

| <b>Table 1: Theme 1: Participation of communities in fisheries enhancement and co-management of the resources</b>   |   |   |   |  |
|---|---|---|---|--|
| <b>How tackled</b>  | <b>Benefits achieved</b>  | <b>Main challenges</b>  | <b>Key lessons learned</b>  | <b>Options for follow up</b>   |
| <b>Fisheries enhancement</b>  |   |   |   |  |
| <ul style="list-style-type: none"> <li>- Capacity building and strengthening of social cohesion to establish resource management agreements</li> <li>- Inclusion through pro poor economic development (pro poor and gender sensitive development initiatives): equity in access to MF, social loans, access to fish and to means of production and marketing</li> <li>- Fishing technology and fish processing technology training and integration of the fisheries actors in local land use management institution</li> </ul> | <p><b>Inclusion</b> achieved at community level : 41% poor members have access to means of production and 21% members have received social loan (Chad), agreement on market access for women and poor groups (Niger)</p> <p><b>Increased catch</b> (better management, respect of rules, stocking by the community or by the state)</p> <p><b>Increased incomes:</b> 52% increase (Chad) resulting in increased spending on education for girls, health and in equipment</p> <p><b>Access to financial services</b> all year round</p> <p>Use of <b>cereal banks</b> to reduce vulnerability (food insecurity)</p> <p><b>Increased self esteem of women and active participation</b> in the decision making processes</p> | <ul style="list-style-type: none"> <li>- Conflict prevention over access to the resource</li> <li>- Threat from land use practices that affect the fisheries resource</li> <li>- Increase the social cohesion to arrive at a “pro poor community development vision” shared by major stakeholders</li> <li>- Influence of the availability of financial services on the community development (state of the resource, participation of all groups, reduction of overall vulnerability)</li> </ul> | <ul style="list-style-type: none"> <li>- Traditional authorities mediated better collaboration between different stakeholders and reduced tensions on access to the resource</li> <li>- A gender participatory process can make communities change their response which makes women participation recognised and appreciated.</li> </ul>  | <ul style="list-style-type: none"> <li>+ Analyse impact beyond the community project and diffuse results and inform the PRSP process (food security and reduced vulnerability, reduced in equity and increased social cohesion).</li> <li>+ Study with MFIs the impact of availability of financial services on the use of the resource</li> <li>+ Research on stocking and reproduction techniques</li> <li>+ Increase assistance on marketing (value added aspect)</li> <li>+ Analyse secured access in the context of decentralisation processes and assist- when needed- the development of PIPs.</li> </ul> |
| <b>Inland fisheries co-management</b>   |   |   |   |  |
| <ul style="list-style-type: none"> <li>- Accompanied co-management process including a concertation phase, a social communication phase, a negotiation phase (planning, institutional set up), the signing of an agreement and a implementation phase</li> <li>- Support to and gender sensitive analysis of diversification</li> </ul>   | <p><b>4 institutional mechanisms for co-management in place</b> (still fragile). <b>1/ 4</b> of the institutional mechanisms is <b>functional</b> and anchored in local development, auto financing of co-management institutions is now being analysed.</p> <p><b>More secure access to the resource</b></p> <p><b>Reduced conflicts</b> (Mapé/ Cameroun; Makotipoko/Congo)</p> <p><b>Increased number of CBOs and improved capacity and performance</b></p>   | <ul style="list-style-type: none"> <li>- Transparent and inclusive process and set up (representation of different groups in the co management committees)</li> <li>- Macro level commitment and involvement</li> <li>- Financial sustainability of the new institutions</li> <li>- Availability of data on the state of the resource to guide management decisions</li> <li>- Conflict management</li> </ul>   | <ul style="list-style-type: none"> <li>- Gender constraints and lack of literacy and organisation development assistance are contributing to elite capture and non representativeness of participation in the co management committees</li> <li>- There is a need for a long term commitment of partners so that there is possibility to accompany the institutions up to maturity and sustainability</li> <li>- There is a need to do a gender analysis of changes in fisheries</li> </ul> | <ul style="list-style-type: none"> <li>+ Continue the support to the co management processes</li> <li>+ Include the development of a management plan for the lake zone.</li> <li>+ Organise support in a cross sectoral perspective (literacy, OD, livelihoods diversification)</li> <li>+ Train leaders of umbrella organisations and committees on conflict management</li> <li>+ Train meso level actors and co management committees on</li> </ul>   |

| <b>Table 1: Theme 1: Participation of communities in fisheries enhancement and co-management of the resources</b>  |  |   |   |  |
|--|--|---|---|--|
| <b>How tackled</b>   | <b>Benefits achieved</b>   | <b>Main challenges</b>  | <b>Key lessons learned</b>  | <b>Options for follow up</b>   |
|  |  | - Increase participation of women in the institutions   | regulations and to accompany changes with technical assistance (technology) for both women and men<br>- Lessons learned on aquaculture and fisheries management should be shared between countries (cluster : Cameroon , Nigeria, Congo, Gabon)   | gender issues and how to address these efficiently in development plans.<br>+ Collect data on the state of the resource to guide decision making |
| <b>Marine co-management</b>  |  |   |   |  |
| - Address conflicts between artisanal and industrial fisheries within an existing institutional device.<br>- Participatory research on improved beach seining<br>- Support to livelihoods diversification analysis | <b>Increased family well being</b> (reduced vulnerability) as MCS lead to reduction in conflicts, loss of nets and accidents. (Guinea)<br><b>Higher income</b>                                     | - Link micro-meso and macro level actors in a functional MC system<br>- Inform and influence policy to apply MCS on a larger scale and provide funding<br>- Sustainable funding mechanisms established through sharing of income from fines | - Without a national institutional device being in place and functional it is impossible to organise a participatory monitoring and control.<br>- Negotiate from the start of the MCS a sustainable funding mechanism and have documented agreements on who is responsible for what.<br>- Regional beach seine research is beyond the scope of a community project funding mechanism. | + Monitor the functioning of the MCS (committees and impact on the communities)  |
| <b>Protection of eco systems</b>   |  |   |   |  |
| - Co management process and partnership with other specialised organisations to support livelihoods diversification (Congo)  | Too soon to see impact but all of the diversification activities have a potential to contribute to increased income (cassava production, goat rearing)<br><b>Increased income</b> from fish drying | Agree with macro level stakeholders on the principles of the resource management in protected areas.  | - Debate with key stakeholders on the conservation and co management approach and obtain political support for implementation.  |  |

| <b>Table 2: Theme 2: Integration of fisheries communities in local development</b>   |  |   |   |   |
|--|--|---|---|---|
| <b>How tackled</b>   | <b>Benefits achieved</b>   | <b>Main challenges</b>  | <b>Key lessons learned</b>  | <b>Options for follow up</b>  |
| <b>Capacity building</b>   |  |   |   |   |
| <ul style="list-style-type: none"> <li>- Development of a gender analysis tool and methodology</li> <li>- Capacity building to accompany (i) the co management process, (ii) the management of infrastructure, (iii) the participation in local development and establishment of partnerships</li> <li>- Organisation development training</li> <li>- Development of a SLA training curriculum for fisheries colleges</li> <li>- Study of the vicious circle of illiteracy in fisheries</li> </ul> | <p><b>Increased social cohesion:</b><br/>+ community development vision formulated in Tafouka (Niger)<br/>+ reduced conflicts at household level (Cameroun)<br/>+ provision of social loans and assistance of poor members (Chad, Niger)</p> <p><b>Increased participation in CBOs:</b><br/>+ Increased membership Tafouka +250%, Tabalak + 100% (Niger)<br/>+ 14 registered CBOs (Togo)</p> <p><b>Increased participation of women:</b> Cap Vert: + 56%; Cameroun: + 37%; Benin: + 210%</p> <p><b>CBOs have increased capital and physical assets:</b> Congo, Benin, Cap Vert, Cameroon</p> <p><b>Increased partnerships:</b><br/>+ Cap Vert: Ministry co funding, NGO-DIA, municipality<br/>+ Cameroon: municipality provides storage facilities<br/>+ In 45% of all CP (68) CBOs established partnerships</p> <p><b>Literacy impact at household level and at CBO level</b><br/>Umbrella organisations active in <b>negotiation of services and improvement of PIPs</b></p> | <ul style="list-style-type: none"> <li>- Practices of good governance in different organisations</li> <li>- Access to information for all</li> <li>- Empowerment of women</li> <li>- Finance non formal education and adapting literacy to the needs and characteristics of the fisheries sector</li> </ul> | <ul style="list-style-type: none"> <li>- The participation of the fisheries administration (meso and macro level) has made it possible that lessons learned from the community projects were integrated in PIPs in : (i) the national strategy for the development of fisheries and aquaculture (Niger) , (ii) the fisheries component of IFAD projects (DRC) ; (iii) the development of pro poor micro finance (Chad)</li> <li>- There is no all purpose reply on capacity building needs and each co management process is to be adapted to its socio, cultural, economic and political context.</li> <li>- HIV/AIDS can be a threat to the sustainability of the membership and of the HR capacity at the management level of SPO. More attention should be paid to the training of “substitutes”.</li> <li>- Creating a sound base for participation in the management of NR, infrastructure and in local development, requires equitable representation of the different professions and socio economic groups in the umbrella organisation. Ensure social dialogue and good information sharing can contribute to the process.</li> </ul> | <ul style="list-style-type: none"> <li>+ Continue the support to PIP processes in education, micro finance and organisation development</li> <li>+ Monitor and evaluate the OD processes in different contexts and elaborate a training guide for meso level stakeholders.</li> <li>+ Continue support to pro poor development and focus on increase of social cohesion and reduction of exclusion (pro poor micro finance, integration of poor in decision making processes, diversification).</li> <li>+ Train meso and macro level actors on gender and social dialogue</li> </ul> |
| <b>Micro finance</b>   |  |   |   |   |
| <ul style="list-style-type: none"> <li>- Analysis of gender issues in micro finance</li> <li>- Organisation of national concertation platforms and the establishment of strategic partnerships in micro finance interventions</li> </ul>   | <p><b>Increased co funding to MF services in fisheries communities:</b><br/>Nigeria + 390% funding<br/>Mali: + 25% funding<br/>Nigeria: extension to 10 other communities<br/>Ivory coast: extension to 7 other communities</p>  | <ul style="list-style-type: none"> <li>- Improve access for rural fisheries communities to micro finance services</li> <li>- Increase strategic partnerships to support pro poor and gender sensitive micro finance services</li> </ul>   | <ul style="list-style-type: none"> <li>- MFI need more documentation on the specificities of the different actors involved in fisheries, the state of the resource and the risks of the different fishing activities to be able to get involved in the sector and to be able to develop the products needed by the fisheries sector.</li> </ul>   | <ul style="list-style-type: none"> <li>+ Continue monitoring of the impacts of pro poor and gender sensitive micro finance (household level and CBO level)</li> <li>+ Strengthen the concertation platforms and</li> </ul>  |

| <b>Table 2: Theme 2: Integration of fisheries communities in local development</b>   |   |  |  |  |
|--|---|--|--|--|
| <b>How tackled</b>   | <b>Benefits achieved</b>  | <b>Main challenges</b>   | <b>Key lessons learned</b>   | <b>Options for follow up</b>   |
| <ul style="list-style-type: none"> <li>in fisheries</li> <li>- Contribution to the SEAGA micro finance manual</li> <li>- Training on business skills and enterprise development</li> </ul> | <p>Niger: increased funding and extension of services to 7 other CBOs</p> <p><b>Increased income and improved profit margins at household level</b></p> <p><b>Improved gender relations:</b><br/>Increased participation of women in management (Gambia, Niger, Chad, Nigeria)<br/>Preferential access to fish for women (Burkina Faso, Niger)<br/>Increased access for women to facilities<br/>Better collaboration between the Ice plant management and the credit union</p> <p><b>Increased diversification:</b><br/>Niger : 72% of loans invested in: lamb fattening, sales of milk and commerce<br/>Chad: 23% investment in cereal banks<br/>Gambia: 10% of loans are investments in diversification</p> | <ul style="list-style-type: none"> <li>- Reduce exclusion</li> </ul>   | <ul style="list-style-type: none"> <li>- A pro poor micro finance policy and set up, with involvement of different socio economic groups and gender equity in the management is increasing the financial performance of the MFI.</li> <li>- There is a need for in-depth analysis of the clients in every specific context. It is impossible to generalise an income analysis and information on practical and strategic interests of the different socio professional categories. Women and men will give a clear indication on how micro finance can intervene and contribute to reduce inequities.</li> </ul> | <p>assist establishment of strategic partnerships</p> <p>+ Continue support on PIPs in the micro finance sector in Niger and Chad</p>  |
| <b>Enhancement of social services</b>  |   |  |  |  |
| <ul style="list-style-type: none"> <li>- Accompany the negotiation of partnerships</li> <li>- Increase social cohesion and develop participatory processes to reduce inequities</li> </ul> | <p><b>National level commitment</b> to literacy services for fisheries communities (Burkina Faso) and availability of fisheries specific training modules (Gambia, BF)</p> <p><b>Literacy impact:</b> increased use of health services; Increased &amp; more effective participation of members in CBO management</p> <p><b>Donor support</b> to fisheries communities to <b>HIV/AIDS</b> actions (Congo, Benin, STP, Gabon, Mauritania)</p> <p><b>Improved gender relations</b></p>  | <ul style="list-style-type: none"> <li>- Accompany OD processes to reduce elite capture and exclusion</li> </ul> | <ul style="list-style-type: none"> <li>- Capacity building for meso and macro level actors is crucial for them to be able to efficiently contribute to gender mainstreaming and to assist the integration of fisheries communities in the local development.</li> <li>- Local partners executing projects addressing gender concerns and prevention of exclusion needed assistance from specialists in OD, social dialogue, and gender. These projects contributed more to empowerment and ownership.</li> </ul>   | <ul style="list-style-type: none"> <li>+ Continue and increase efforts on capacity building on gender, conflict management and monitoring of social cohesion for meso level stakeholders.</li> <li>+ Train members of fisheries umbrella organisations on participation in the decentralisation process</li> </ul> |

| <b>Table 3: Theme 3: Market access and improvements in post harvest</b>  |   |   |   |  |
|--|---|---|---|--|
| <b>.How tackled</b>  | <b>Benefits achieved</b>  | <b>Main challenges</b>  | <b>Key lessons learned</b>  | <b>Options for follow up</b>   |
| <b>Post harvest technology</b>   |   |   |   |  |
| <ul style="list-style-type: none"> <li>- Gender analysis of post harvest organisations and of marketing chains</li> <li>- Capacity building for poor and excluded socio professional groups</li> <li>- Gender analysis of training on quality control and improvement of hygiene for the artisanal shrimp sector</li> </ul>  | <p><b>Increased income</b> from post harvest activities:<br/>15 to 35% increase (Cameroon)<br/>30% increase (Niger)</p> <p><b>Improved business management:</b><br/>TEDAK (Nigeria), Mora Polar (Cap Vert)</p> <p><b>Increased and more equitable access to conservation and processing services :</b><br/>Gambia, Niger, Nigeria, Cameroon, Chad</p> <p><b>Reduced conflicts between groups</b><br/>Gambia, Niger</p> <p><b>Increased access to communication technology:</b><br/>Chad (Lake Chad area)</p> <p><b>Economic and social empowerment of women</b></p> | <ul style="list-style-type: none"> <li>- Involvement of post harvest stakeholders in decisions on the management of the resource and in NRM processes</li> <li>- Recognition at national level of the post harvest contribution to poverty reduction</li> <li>- Understand needs and interests of the different groups (different vulnerabilities) and inform decision makers (meso and macro level)</li> </ul> | <ul style="list-style-type: none"> <li>- Post harvest actors should be encouraged to become involved in decision making processes both on the resource management and local development (including investments in infrastructure).</li> <li>- Too often the relationships between post harvest sector groups and the fishermen (with influence on the outcome of the activities) are not taken up in the change process. This reduces poverty reduction and the maximising community level benefits within the sector.</li> <li>- Post harvest interventions should be planned in a more holistic way.</li> </ul> | <ul style="list-style-type: none"> <li>+ Develop further the tools and methodologies to analyse gender relations in the post harvest sector and the methodology to establish marketing action plans that are gender sensitive and pro poor.</li> <li>+ Assist NRM processes to include the post harvest sector</li> <li>+ Address and monitor the impact of forms of exclusion on the livelihoods of different groups to inform policies and institutions</li> </ul> |
| <b>Marketing issues</b>  |   |   |   |  |
| <ul style="list-style-type: none"> <li>- Assisting CBO to negotiate better conditions for access to markets and access to resources (social dialogue)</li> <li>- Support to transport facilities</li> <li>- Participatory analysis of marketing opportunities and assistance to implement a marketing action plan</li> </ul> | <p><b>Increased income</b><br/>Increased <b>production, better quality</b> of the products (STP, Gabon)</p> <p><b>Increased understanding of marketing mechanisms by the OSP</b> (Gabon)</p>  | <ul style="list-style-type: none"> <li>- Improve overall chain efficiency</li> <li>- More equity in access and participation in marketing</li> <li>- Address gender relations to improve overall chain efficiency</li> </ul>  | <ul style="list-style-type: none"> <li>- SLA &amp; gender analysis of chains provide key information to stakeholders to develop gender sensitive and pro poor marketing action plans.</li> <li>- The private sector is a key stakeholder in marketing of high value fish. Negotiating development initiatives with the private sector should be done in collaboration with specialised NGOs</li> </ul>  | idem   |

| <b>Table 4: Theme 5: Gender, HIV/AIDS and communication</b>   |   |  |   |  |
|---|---|--|---|--|
| <b>How tackled</b>  | <b>Benefits achieved</b>  | <b>Main challenges</b>   | <b>Key lessons learned</b>  | <b>Options follow up</b>   |
| Gender  |   |  |   |  |
| <ul style="list-style-type: none"> <li>- Development of a gender analysis methodology and tool kit</li> <li>- Participatory analysis of gender and gender action planning with CBOs</li> <li>- Gender studies on micro finance and on literacy</li> </ul> | <p><b>Political empowerment of women:</b><br/> Women's participation in the marketing commission<br/> Women's processors union organised<br/> Women generate information and contribute to the meetings<br/> Male fishmongers included in the debate on fisheries and community activities concerning fisheries</p> <p><b>Social empowerment</b><br/> Increased time and capacity to participate in meetings<br/> Women have more say on their mobility<br/> Increased attention to the participation of poor and very vulnerable persons in the groups<br/> Increased access to information and to decision making processes<br/> Men appreciate the participation of women in group activities</p> <p><b>Economic empowerment</b><br/> Increased solidarity through informal credit, credit committee assists the recovery of loans for the very vulnerable</p> | <ul style="list-style-type: none"> <li>- Mobilise a national response to gender issues in the fisheries sector</li> <li>- Increase capacity of meso level stakeholders to integrate gender concerns in their planning</li> </ul> | <ul style="list-style-type: none"> <li>- SLA &amp; gender analysis documents gender and exclusion mechanisms which reduce social cohesion in fisheries communities and affect the organisation of the sector.</li> <li>- Meso level actors are willing to address gender, HIV/AIDS, vulnerability and exclusion but need base line information and training.</li> <li>- Integrating gender concerns in organisation development increases social cohesion. OD resource persons should be informed on the outcome of gender analysis and guided on how to integrated gender concerns in their work.</li> <li>- An economic win-win situation (men, women, different SPO) was an efficient and motivating entry point for planning and actions on changes in gender relations.</li> </ul> | <ul style="list-style-type: none"> <li>- Monitor the impact of gender action plans and OD plans at household level and CBO level and inform macro stakeholders.</li> <li>- Train meso level actors on gender.</li> <li>- Support and initiate macro level processes on gender in fisheries.</li> </ul> |
| HIV/AIDS  |   |  |   |  |
| Studies on HIV/AIDS in fisheries communities  | <p>Increase in <b>number of voluntary tests</b> (Benin, Congo)<br/> Increased <b>awareness of meso and macro level stakeholders</b> on specificities of the fisheries sector<br/> Increased <b>number of initiatives on mitigation of HIV/AIDS impact</b> in fisheries communities (Benin, Congo)</p>   | <ul style="list-style-type: none"> <li>- Develop a fisheries HIV/AIDS strategy</li> <li>- Analysis of mitigation opportunities for the fisheries sector</li> </ul>   | <ul style="list-style-type: none"> <li>- Meso level actors capacity building is crucial to enable them to efficiently contribute to gender mainstreaming and assist the integration of fisheries communities in national HIV/AIDS control programs.</li> </ul>  |  |
| Communication   |   |  |   |  |
| Support to community radios   | <p>Increased <b>interest from local and community radios to report</b> on fisheries.<br/> <b>Increased interest from communities to participate</b> in radio programs</p>   | <ul style="list-style-type: none"> <li>- Participation of fisheries communities in programming</li> </ul>  | <ul style="list-style-type: none"> <li>- I/C activities should be integrated in the way of working of the fisheries department.</li> <li>- Integration of fisheries communities in participatory radio programming makes an important contribution to the integration of these in mainstream development.</li> </ul>  | Support radio networks   |

## **1. Introduction**

### **1.1 Background to SFLP community and institutional support projects**

In the Programme document Community projects were described as small investment projects with the objective of strengthening the cohesion of a regional network (25 countries). They focused on poverty reduction and offered the opportunity to participate in the Programme to those countries ineligible for the pilot projects. The idea for the Community projects was to be conceived by the communities assisted by the NCU and the RSU. Community project documents were submitted for approval and technical advice to the RSU. Community projects are implemented by the National Coordination Units (NCU) in collaboration with partners and service providers. The projects include a budget for monitoring as well as a format for a three monthly reporting on each project to be sent to the SFLP Regional Support Unit.

NCUs were organised differently in each country. In principle, one person was to be nominated as project officer, responsible for the projects execution. In many NCUs, officers in charge are administrators from the fisheries department.

The community projects were set up as action research projects, the main focus being on people and not on fish. The projects were part of a dynamic process and could be multi-sectoral. Important in all community projects is the different way in which the administration became visible and an active partner of the communities. In the majority of the community projects, the administration had to put aside their assumptions and start analysing (SLA diagnostic) the situation together with local partners. The first concern was on the livelihoods of the communities and the longer term commitment to improving resource management as well as the well being of all community members. The community projects focussed on the best entry points for actions, building on existing strengths. In many of the community projects the entry point was fisheries but as the collaboration and the dynamic carried on, the scope of the intervention broadened and became cross sectoral.

The community projects on infrastructure management, resources co management and the construction of national umbrella organisations brought up issues of policy reforms and of the need for new institutions and governance. As the micro, meso and macro levels actors were involved in the community projects these processes could in principle take place. However, it is only in some of the community project countries that such policy and institutional processes did start within the community projects. In some countries the Pilot projects took up the policy issues.

The implementation arrangement of linking macro and meso level administration with NGOs, stakeholders and the communities in one process was a challenge and an important change in the way of working. This change in way of working was not always considered relevant at the start<sup>1</sup> of a community project, but in most countries the NCU, NGOs and fishing communities did establish different relationships. As a result, power sharing and learning from each other are more widely applied now than before.

The collaboration with partners and NGOs well acquainted with participatory methods and processes proved to be very important during the execution of the community projects in view

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<sup>1</sup> RSU field missions to several countries had as objective to revise with the stakeholders the CP proposals and discuss implementation arrangements. Trainings on SLA were not assimilated at once, but on the job follow up with the NCU helped clarify the SLA method.

of the fact that the community projects were action research oriented and its key players the poorer layers of society. The National coordination units being stakeholders themselves, they were to learn from the lessons and experiences in the community projects in order to replicate these in other communities. Institutional support projects made it possible to assist these processes of replication and dissemination, and influencing of policies.

Despite differences in ecological, political, social and cultural contexts, there are common lessons to be drawn from the diversity of community projects. These are presented in the section on good practices.

## **1.2 Recommendations of the mid term review<sup>2</sup>**

The following observations and recommendations formulated by the mid term evaluation, have influenced CP & IS execution from 2004 onwards.

### Observations from the mid term evaluation:

The Code of Conduct for Responsible Fisheries (CCRF) and SLA have been taken up broadly, and their language is understood (and expressed?). The use of participatory tools, stakeholder analysis and livelihoods diagnoses, has been adopted, and the SLA's holistic nature widely expressed, if less commonly applied. The mid term evaluation's major concern is the lack of connection between human and social capital development (on which the SFLP focuses) on the one hand and the real processes of change on which poverty alleviation depends (including both sustainable management of the resource and economic opportunity development) on the other hand,.

Progress has been made in the developing of the NCUs' capacity, the widening of cross-sectoral membership, involving a range of stakeholders. Women are usually but not always represented. However, many can now identify and develop community projects, and are able to understand the role of policy. Together with studies on Policies, Institutions and Processes (PIPs), the NCUs have also contributed to raising wider awareness. However, the women's institutional position and membership do not often allow sufficient breadth of vision and scope to influence national policies. Without wider political will and clear strategies, few women will themselves enable the SFLP to attain its more strategic goals.

Local to national connections through meso level institutions (local and district government, line ministries, NGOs) are needed for livelihoods to be improved and sustained on a broader base. In several countries, other national and international partners, and other donor programmes are now working with fishing communities, and engaging them in meeting needs identified during livelihood diagnostic exercises. These include issues of water supply, sanitation, health and education, not met directly by the programme<sup>3</sup>. However, with a few exceptions, these links appear to arise incidentally rather than by intent, and where other resources are commonly lacking, this can unfortunately leave target communities without practical means of development, though "organised and empowered" by the SFLP.

Community Projects (CPs) cover a variety of issues, and many have mobilised community groups and engaged them in processes of self-realisation. Women are often involved and in some cases take a leading role, but gender is not often a key feature. Many issues have been

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<sup>2</sup> Summary for discussion ; August 2003

<sup>3</sup> There is however a high frequency of requests for literacy courses for women, which the programme could have easily tackled but in many cases went unheeded (see below)

simple and practical, but the SFLP offers little beyond limited initial inputs, with little to address longer-term change. In some cases, wider options including micro-finance have arisen but this has not been an explicit aim. However while human and social capital is important, it cannot be isolated from daily concerns for food and income. Without financial and physical capital, people cannot create the changes they desire, nor the SFLP reach its aims.

In achieving wider programme objectives CPs have been relatively undervalued. Initially intended to give experience to RSU and NCU staff, and develop practical concepts, the issues, their importance to communities, and the expectations raised, have emphasised their broader significance. Given that in 13 out of 25 countries these will be the SFLP's only field level activities, there is considerable scope for strengthening on-going projects, for replication of successful experiences and for their use to inform policies at national level, and formulate future investment.

#### Recommendations from the mid term evaluation:

The SFLP needs to build on its positive proactive experience, at a range of levels, linking these effectively, with flexibility in adding value, to improve connections and impact. It should work with NCUs and other national agents from local to higher policy level, ideally in conjunction with PRSP implementation strategies, to develop national sectoral approaches with defined poverty alleviation outcomes. No uniform solution is expected, with detailed institutional analysis required and specific recommendations formulated for each. As part of this, the current and future role of NCUs should be developed, and investment strategies defined. In this respect also, greater interaction with FAO Representatives could be valuable not only in developing strategic perspectives, but also in making better use of TCP and other funding opportunities. New Community Projects should be developed, and promising on-going projects strengthened with partners' contributions or where necessary direct programme funding. Projects should be grouped to establish a comparative/lesson-learning framework, and whenever possible connected with other development partners. In all cases, measures should be improved to avert social exclusion and support strategic empowerment, in particular along lines of gender, poverty and age.

#### Follow up to the mid term evaluation:

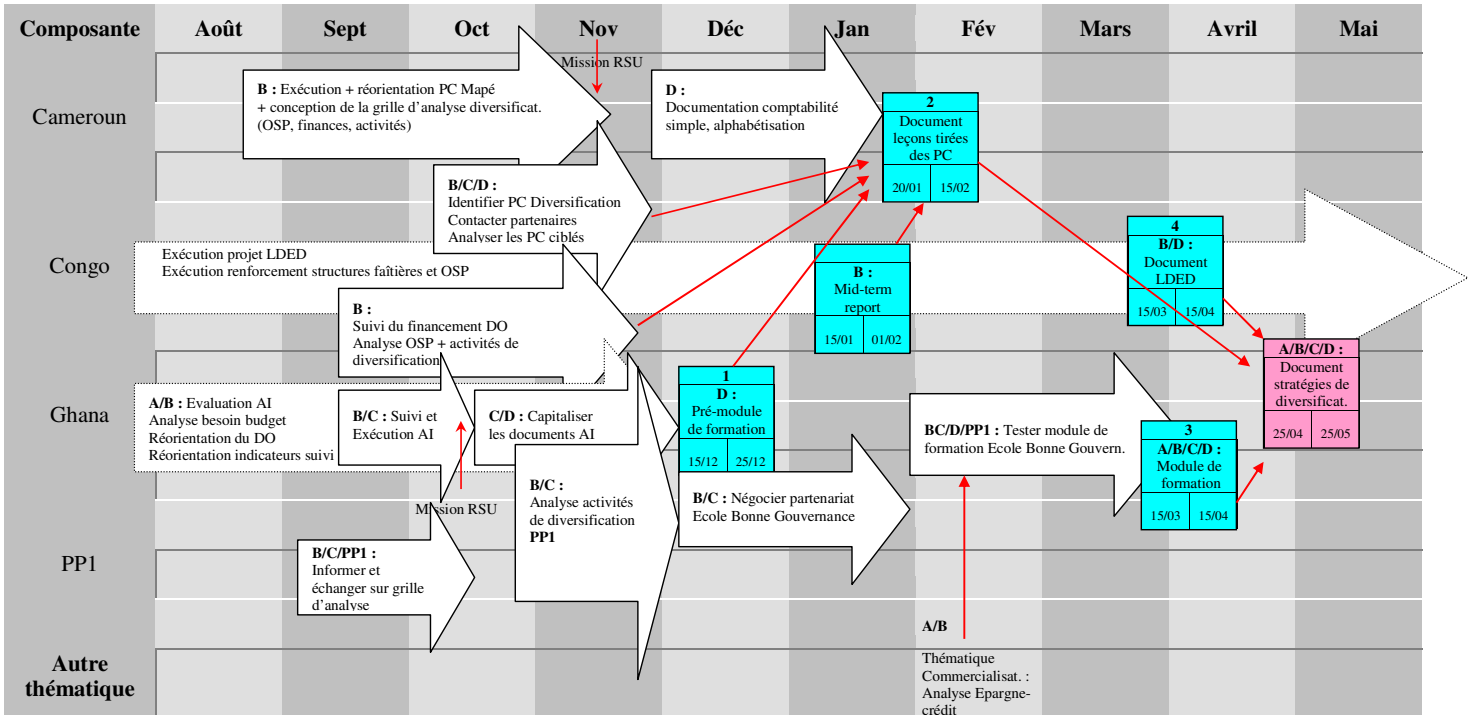
As a follow up on the mid term evaluation an analysis and classification of the CP was done. All community projects were organised under four themes: (i) co management, (ii) livelihoods diversification, (iii) community organisation and local development and (iv) marketing and post harvest sector development.

Community projects with proven impact were targeted for reorientation to connect to meso and macro level. These projects were to link up with partner initiatives and strengthen/increase already achieved impact. The projects targeted included: Burkina Faso (CP 9); Gambia (CP 2); Gabon (CP 33 & 56); Niger (CP 7 & 30); Congo (CP 38bis), Cameroon (CP 58) and Guinea (CP 4) which was integrated in the Pilot Project 2.

Comparative/lesson-learning frameworks were established and were sent to Rome in order to plan an exit strategy. This exercise permitted as well to see how the community projects and Pilot projects could contribute to the normative work and documentation of lessons learned. A detailed work plan linking different interventions towards final products as is shown in a scheme (documenting the theme of diversification) hereunder was established for the RSU team.



Produit 9 : DOCUMENT SUR LES STRATEGIES DE DIVERSIFICATION  
Date butoir : Mai 2005



(A = Conseiller en Politiques Publiques, B = Organisation Communautaire et Genre, C = Suivi, D = Information / Communication, PP1, PP2, PP3)

In November 2005 an exchange workshop with partners and NCUs resulted in the selection of a number of community projects that could be supplementary funded (total estimated budget: 488.352 US\$) the list is given in table 5.

Table 5: Overview of supplementary funding requests

| Country      | Number of projects | Project title  |
|--------------|--------------------|--|
| Benin        | 4                  | PC 1 - Projet de renforcement des capacités organisationnelles de la communauté de pêche du port de Cotonou  |
|              |                    | PAI – Lutte contre le VIH/SIDA dans les communautés de pêche   |
|              |                    | IEC au service de la lutte contre le VIH/SIDA dans les communautés de pêche  |
|              |                    | AI analyse participative gestion des BOCs et PT et étude cadre   |
| Burkina Faso | 3                  | PC 60 – Atelier nationale et capitalisation de l'appui à l'alphabétisation fonctionnelle et à l'accès à la micro finance des communautés de pêche de Bagré ; tester processus d'alpha en milieu pêche avec DNA et PEPT |
|              |                    | Etude de faisabilité de la création d'une radio communautaire  |
|              |                    | Intégration de la pêche artisanale dans la grille de programme des radios riveraines des lacs de retenue de Bagré et Komienga  |
| Cameroon     | 2                  | PC 19 - Appui à l'organisation des communautés de pêche pour la gestion participative de la retenue de la Mapé   |
|              |                    | PC 34 & 44 - Renforcement des capacités organisationnelles du groupe des femmes fumeuses de poissons de Maga & Appui à la gestion durable des ressources halieutiques par les communautés du plan d'eau de Maga        |
| Cape Verde   | 1                  | PC 49 – Renforcement des potentialités de la communauté de pêche de Pedra Badejo pour une meilleure gestion de leurs moyens d'existence  |
| Congo        | 1                  | PAI – Réduction de l'impact du VIH/SIDA sur les conditions de vie des ménages de communautés de pêche affectés ; institutionalisation appui diversification et collaboration avec la micro finance                     |

| Country                      | Number of projects | Project title  |
|------------------------------|--------------------|--|
| Côte d'Ivoire                | 1                  | PC 14 – Renforcement des capacités d'auto organisation de la communauté d'Assomlan   |
| Gabon                        | 1                  | PC 33 & PAI – Atelier nationale capitalisation de l'Appui au développement des activités de pêche continentale et maritime et au renforcement des capacités de l'association de Ebel Abanaga et Milembié   |
| Gambia                       | 3                  | CP 2 & PAI - Support to the development of gender sensitive and pro poor micro finance in the community of Tanji (literacy adapted – National Workshop – Micro Health)   |
| Ghana                        | 2                  | 1 PC et 1 PAI en appui aux radios communautaires   |
| Mali                         | 3                  | Appui aux radios communautaires  |
| Guinea                       | 2                  | PC 47 - Appui à la diversification des moyens d'existence des communautés de pêche de Bongolon<br>PC 48 - Appui aux femmes transformatrices des produits de la pêche de Doyéma pour l'amélioration des moyens d'existence  |
| Nigeria                      | 3                  | PC 40 - Capacity building of Daban Masara cooperative union and link with micro finance fishing community<br>PC 41 - Support for LIIah women fisherfolk capacity building (Calabar)<br>PC 13 – Tiga Dam Management and capacity building cooperative union and micro finance services- |
| Central African republic     | 1                  | PC 36 - Appui au développement durable de la pêche dans le lac Mbali   |
| Democratic republic of Congo | 1                  | Appui au renforcement des structures faîtières de Pool Malebo  |
| Senegal                      | 1                  | Appui à la Radio Communautaire « La Côtière »  |
| Chad                         |                    | PC 35 - Appui au développement des activités de la pêche dans le Logone  |
| Niger                        | 2                  | Suivi du sous-programme pêche et aquaculture.<br>Appui aux actions de micro finance et de banque céréalier à Tafouka   |

Not all of the planned projects were funded. For Chad, Central African Republic, Nigeria (PC41), Guinea, Senegal, and Ghana, documents were finalised but not funded due to failing reporting by the NCU.

### 1.3 Statistical overview of CP and IS (2000 – 2006)

A total of 82 protocols have been approved (68 community projects). The 82 protocols are related to 40 project sites. These include supplementary funding and reorientation of some of the projects and supplementary funding approved in 2005-2006. A total budget of 1.887.093 US\$ has been allocated.

Analysis of funds allocated per zone and per theme are presented in the following tables and graph.

#### **Northern zone:**

In the northern zone a total of 14 project protocols have been approved, receiving 19% of the CP budget. Based on impact<sup>4</sup>, projects in 3 countries were reoriented in The Gambia, Guinea and Cape Verde.

The average budget per community project is 18.308 US\$.

<sup>4</sup> appreciation exercise conducted by the RSU team for capitalisation purposes

Table 6: Distribution of funds within the northern zone (situation 2003 and 2006)

| Country        | Total budget   | Situation 2003<br>% | Situation 2006<br>% |
|----------------|----------------|---------------------|---------------------|
| Mauritania     | 24.000         | 18                  | 10                  |
| The Gambia     | 63.735         | 33                  | 19                  |
| Guinea Bissau  | 17.750         | 13                  | 8                   |
| Guinea Conakry | 50.560         | 36                  | 20                  |
| Cape Verde     | 64.601         | -                   | 28                  |
| Senegal        | 35.708         | -                   | 15                  |
| <b>Total</b>   | <b>256.314</b> | <b>143.530</b>      | <b>+78%</b>         |

Senegal and Cape Verde have started executing CP in 2003 and 2004. Only two CPs in the Northern zone generated no results whatsoever: in Guinea Bissau the planned purchase of an ice plant did not materialise and in Senegal, a poor planning process prevented activities in an isolated community in a national park from being executed.

One (1) I/C project on community radio (Cape Verde) has been funded in the northern zone. In terms of technical support missions by RSU, Guinea Conakry and Senegal have benefited the most.

The Pilot project countries (Mauritania, The Gambia, Guinea Conakry and Senegal) account for 64% of the CP funding in the zone.

#### **Landlocked zone:**

The landlocked zone received a total of 17 approved protocols. Three projects (two in Niger and one in Burkina Faso) have been subject to reorientation. The zone has received two (2) projects on community radio (I/C): in Burkina Faso and Mali. The total budget represents 20% of the total PC budget.

The average budget per protocol is 15.580 US\$.

Table 7: Distribution of funds within the landlocked zone (situation 2003 and 2006)

| Country      | Total budget        | Situation 2003<br>% | Situation 2006<br>% |
|--------------|---------------------|---------------------|---------------------|
| Mali         | 40.543              | 16                  | 15                  |
| Niger        | 88.273              | 37                  | 33                  |
| Burkina Faso | 81.462              | 21                  | 31                  |
| Chad         | 35.886              | 12                  | 14                  |
| CAR          | 18.700              | 17                  | 7                   |
| <b>Total</b> | <b>264.864 US\$</b> | <b>137.927 US\$</b> | <b>+92%</b>         |

In CAR the project execution was interrupted twice due to political instability.

Mali and Burkina Faso have received the most support in terms of technical support missions from the RSU.

Pilot project countries (Chad, Mali, Burkina Faso) account for 60% of the CP support to the zone.

#### **Central zone:**

The central zone has implemented 26 protocols. Three (3) projects have been reoriented: one (1) in Côte d'Ivoire and two (2) in Nigeria. The central zone has received a total of 397.819 US\$ representing 29% of the total budget. The average budget per protocol is 15.300 US\$.

Table 8: Distribution of funds within the central zone

| Country       | Total budget       | Situation 2003<br>% | Situation 2006<br>% |
|---------------|--------------------|---------------------|---------------------|
| Liberia       | 17.500             | 6                   | 5                   |
| Benin         | 99.978             | 20                  | 22                  |
| Côte d'Ivoire | 33.510             | 9                   | 7                   |
| Ghana         | 112.998            | 42                  | 30                  |
| Nigeria       | 80.641             | 13                  | 22                  |
| Togo          | 53.192             | 10                  | 14                  |
| <b>Total</b>  | <b>397.819US\$</b> | <b>290.755 US\$</b> | <b>+37%</b>         |

One (1) project has not been executed due to political instability (Liberia).

Pilot project countries (Côte d'Ivoire, Ghana) account for 37% of the CP support to the zone. Ghana has received an important number of RSU technical missions (comparable to Senegal, Guinea and Gabon).

#### **Southern zone:**

The southern zone has executed a total of 25 protocols. Seven projects (two (2) in Cameroon, one (1) in Gabon, one (1) in DRC, one (1) in STP and two (2) in Congo) have been subject to reorientation. The zone has received no projects on community radio (I/C). The total budget represents 32% of the total PC budget.

Table 9: Distribution of funds in the southern zone

| Country             | Total budget        | Situation 2003<br>% | Situation 2006<br>% |
|---------------------|---------------------|---------------------|---------------------|
| Sao Tome & Principe | 56.292              | 26                  | 12                  |
| Congo               | 147.727             | 29                  | 33                  |
| Gabon               | 72.073              | 13                  | 17                  |
| DRC                 | 37.996              | 9                   | 9                   |
| Cameroon            | 123.989             | 23                  | 29                  |
| <b>Total</b>        | <b>438.076 US\$</b> | <b>228.222 US\$</b> | <b>+ 92 %</b>       |

All projects in this zone were executed as planned. Gabon received most of the technical support missions from the RSU. Two (2) countries within the zone haven't received CP support due to political instability and non compliance with the financial reporting (Guinea Equatorial and Angola).

Pilot project countries (Congo, Gabon, Cameroon) account for 79 % of the CP support to the zone.

### 1.3.3 Overview of Institutional support projects over the period 2000 - 2006

Institutional support was managed by both the RSU and by the Project coordination in Rome. This overview takes into account the budgets approved at the RSU and excludes the IS given through the Pilot projects.

Institutional support projects varied greatly over the years and in the distribution in the different zones.

Table 10: Budgets of IS support approved by RSU per year

|                             | 2002    | 2003   | 2004   | 2005   | 2006   |
|-----------------------------|---------|--------|--------|--------|--------|
| <b>Total budget in US\$</b> | 308.405 | 13.268 | 79.510 | 77.112 | 51.724 |

The distribution of IS projects per zone is given in table 11.

Table 11: Distribution of IS funds

| <b>Zone</b>     | <b>Total budget<br/>2000 - 2006</b> | <b>%</b> |
|-----------------|-------------------------------------|----------|
| Northern zone   | 86.634                              | 16       |
| Landlocked zone | 139.203                             | 26       |
| Central zone    | 214.398                             | 41       |
| Southern zone   | 89.784                              | 17       |
| <b>Total</b>    | <b>438.076 US\$</b>                 |          |

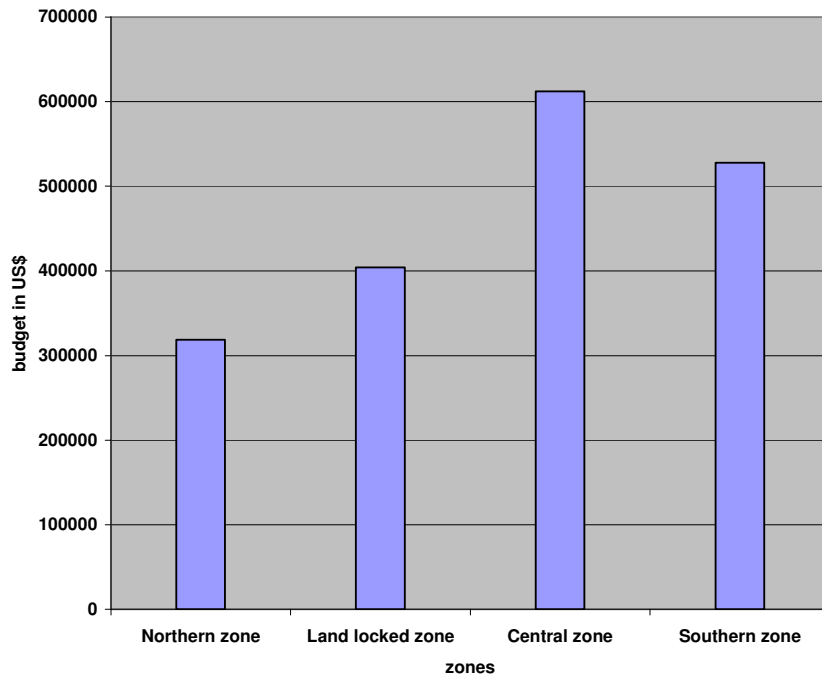
The distribution per country and per zone is given in table 12.

Table 12: Overview distribution of funds (IS and CP)

| <b>Zone &amp; Countries</b>         | <b>Total budget<br/>(IS + CP)<br/>in US\$</b> | <b>% of total<br/>budget IS +<br/>CP support</b> | <b>IS<br/>% of total<br/>IS budget</b> | <b>CP<br/>% of total CP<br/>budget</b> |
|-------------------------------------|---|--|--|--|
| <b>Northern zone</b>                | <b>318.662</b>                                | <b>17</b>  | <b>16</b>                              | <b>19</b>                              |
| Mauritania                          | 66.000  | 3.5  | 49                                     | 10                                     |
| The Gambia                          | 63.735  | 3.4  | -                                      | 19                                     |
| Guinea Bissau                       | 21.150  | 1.1  | 4                                      | 8                                      |
| Guinea Conakry                      | 70.920  | 3.7  | 23                                     | 20                                     |
| Cape Verde                          | 64.601  | 3.4  | -                                      | 28                                     |
| Senegal                             | 56.582  | 3.0  | 24                                     | 15                                     |
| <b>Land locked zone</b>             | <b>404.067</b>                                | <b>21.5</b>                                      | <b>26</b>                              | <b>20</b>                              |
| Mali                                | 68.288  | 3.6  | 21                                     | 15                                     |
| Niger                               | 123.328                                       | 6.5  | 25                                     | 33                                     |
| Burkina Faso                        | 126.205                                       | 6.7  | 32                                     | 31                                     |
| Chad                                | 51.656  | 2.7  | 11                                     | 14                                     |
| CAR                                 | 34.590  | 1.8  | 11                                     | 7                                      |
| <b>Central zone</b>                 | <b>612.217</b>                                | <b>32.5</b>                                      | <b>41</b>                              | <b>29</b>                              |
| Liberia                             | 17.500  | 1  | -                                      | 5                                      |
| Benin                               | 173.579                                       | 9.2  | 34                                     | 22                                     |
| Côte d'Ivoire                       | 33.583  | 1.8  | 1                                      | 7                                      |
| Ghana                               | 133.048                                       | 7  | 9                                      | 30                                     |
| Nigeria                             | 194.915                                       | 10.3   | 53                                     | 22                                     |
| Togo                                | 53.192  | 2.8  | -                                      | 14                                     |
| Sierra Leone                        | 6400  | 0.3  | 4                                      | -                                      |
| <b>Southern zone</b>                | <b>527.860</b>                                | <b>28</b>  | <b>17</b>                              | <b>32</b>                              |
| Sao Tome & Principe                 | 56.292  | 3.0  | -                                      | 12                                     |
| Congo                               | 181.714                                       | 9.6  | 38                                     | 33                                     |
| Gabon                               | 72.073  | 3.8  | - (cluster)                            | 17                                     |
| DRC                                 | 37.996  | 2  | - (cluster)                            | 9                                      |
| Cameroon                            | 166.518                                       | 8.8  | 47 (+ cluster)                         | 29                                     |
| <b>Cluster training<sup>5</sup></b> | <b>13.268</b>                                 | <b>0.7</b>                                       | <b>15</b>                              | <b>-</b>                               |
| <b>Total</b>                        | <b>1.887.092 US\$</b>                         |  | <b>530.019 US\$</b>                    | <b>1.357.073 US\$</b>                  |

<sup>5</sup> The OD trainings that took place in Congo are accounted for under cluster training but involved Gabon DRC and Cameroon

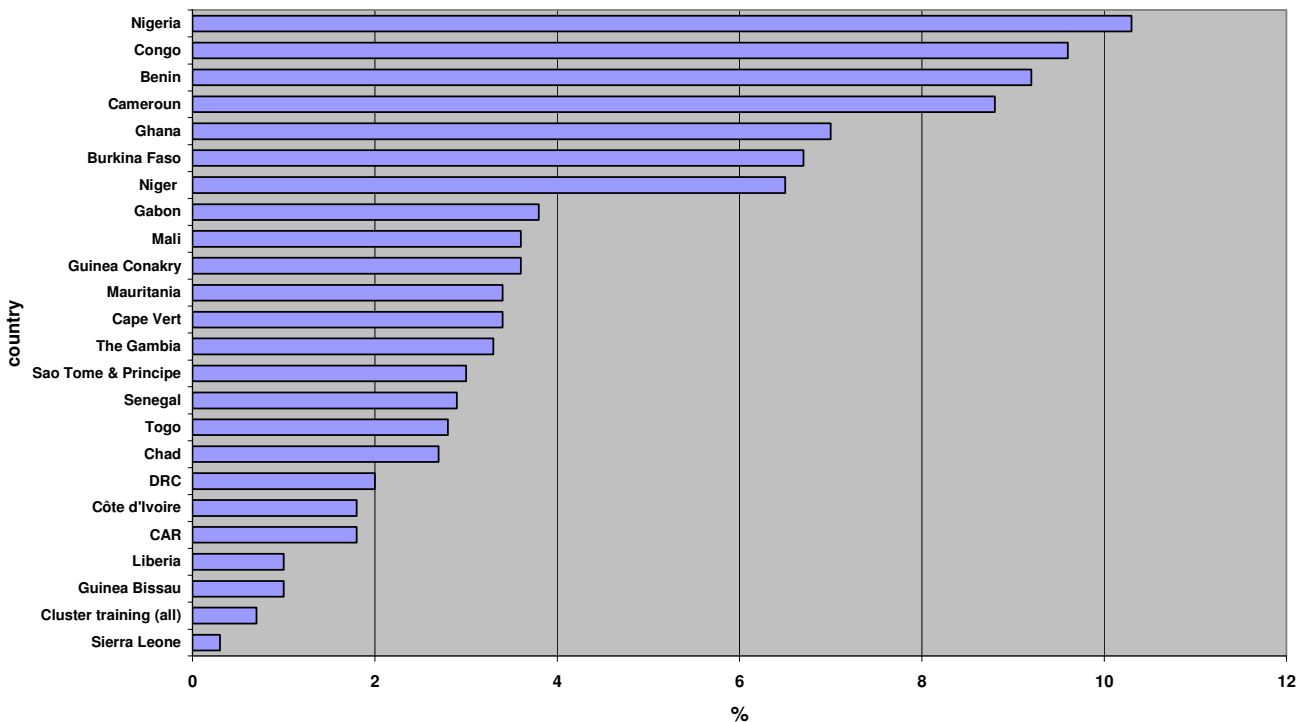
Graph : Distribution CP & IS projects budgets



The regional distribution of funding is given in graph 1 and 2. The southern and central zone received more funding and very often this can be explained by the fact that fewer donors fund activities in fisheries as well as by the interest and the dynamic shown by the NCU and/or its partners.

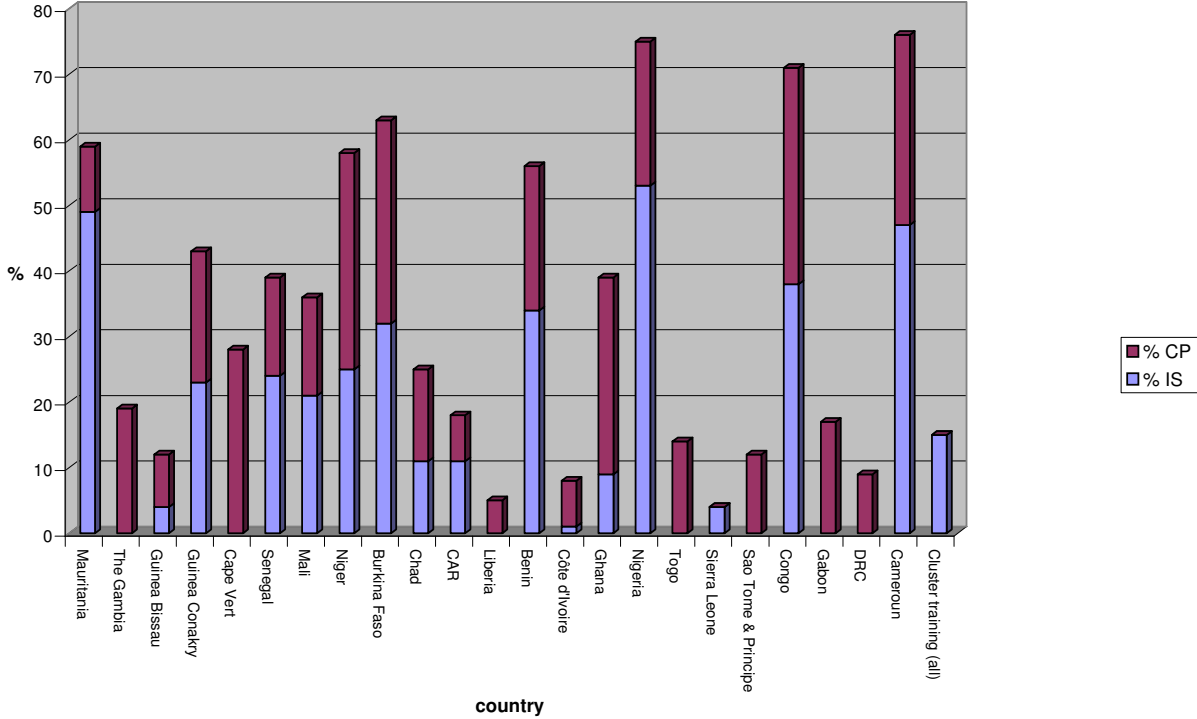
The graph showing the percentage wise distribution of baby projects (IS + CP) funding per country, indicates that 10 countries make up a middle group who received between 2 and 4 % of the total CP+IS budget, while 7 countries received more than 6% and 6 countries received less than 2%.

Graph : Distribution of total budgets (IS+CP)



The next graph 3, presents the percentage of the total CP+IS budget support that each country received. The CP support and the IS support per country is shown in the next graph. Countries with balanced IS/CP support have through a strategic planning and a process, managed to influence changes at the policy level. Not all experiences can be documented in detail but micro level evidences were used to inform, influence and change issues at the macro level. Countries where such changes took place are: Benin, Burkina Faso, Cameroon, Chad, Congo, DRC, Guinea Conakry, Niger, Nigeria, The Gambia, Ghana and Sao Tome & Principe. The nature of the institutional support varied according the process and could be a study, a national workshop, a regional forum, production of I/C material and a lobbying strategy, etc.

**Graph : Distribution IS & CP support in total budget per country**



**1.4 Overview of the four main themes and cross cutting issues**

The internal evaluation done by the Regional support unit (RSU) has been organised following four major themes: (i) participation of communities in fisheries enhancement and co-management of the resources, (ii) integration of fisheries communities in local development, (iii) market access and improvements in marketing and (iv) integration of the fisheries sector in national development policies. The internal evaluation also included a crosscutting theme regrouping the interventions specially oriented on transversal issues like gender, HIV/AIDS and communication. Details on the themes are given in scheme 1.

As projects were dynamic and evolving into other sectors, it is frequently, community project contribute to a number of themes. Three themes (1,2 and 3) contributed towards integration of the fisheries sector in national policies (fourth theme). All themes contributed to responsible fisheries and poverty reduction and were in some degree taking into account gender & HIV/AIDS concerns. *Participation of communities in fisheries enhancement and co-management of the resources* is a first theme and a main area of concern for fisheries departments in the search for ways to improve the management and the responsible use of the

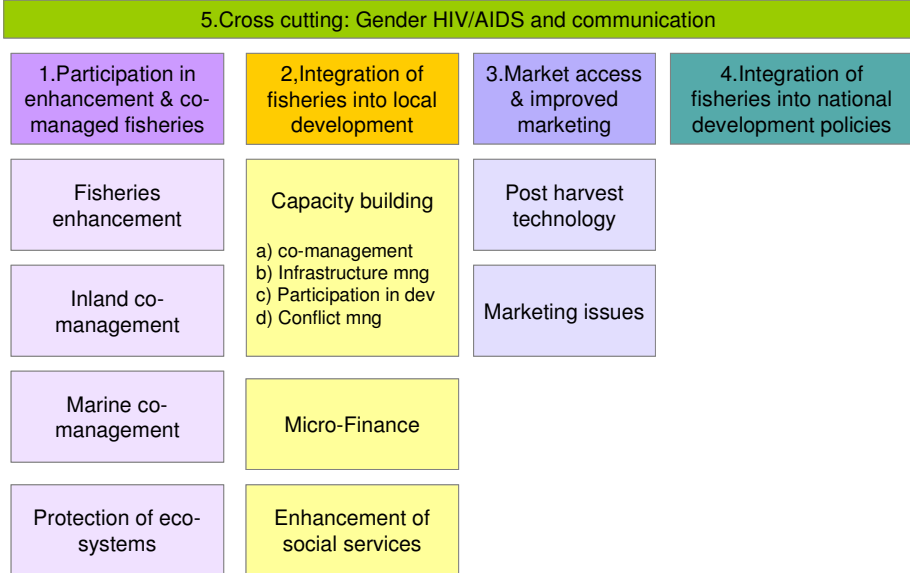
resource. New institutions and management agreements are to secure access to the resource for the communities and build networks and linkages to support their livelihoods and reduce their vulnerability. The new agreements should as well orient the economic development that, based on value added, conservation and processing (reducing post harvest losses) and promotion of aquaculture, could motivate responsible use of the resource.

*Integration of fisheries communities in local development* is a second theme developed in baby projects. Too often fisheries communities are not involved in local development and/or are not active in the decentralisation process. The lack of organisations and different forms of exclusion weakens the social cohesion and the basis for economic development. Weak social cohesion influences who sets the development agenda and who participates in decision making. Another challenge in local development is the access to micro finance and how the sector integration in mainstream micro finance development should be oriented in order to contribute to sustainable management of the resource.

A third theme concerns *market access and improvements in marketing*. It is an important fisheries development issue as the post harvest sector has not been visible in national policies and has suffered from under investment and neglect in terms of participation of its actors in the debates on the sector management particularly the resources. The post harvest sector is very heterogeneous and the dynamic and tension between different needs and interests of its actors should be well understood by decision makers before taking development decisions especially since the sector is undergoing influences from changes in climate, the globalisation of markets, new ways of resource management and through the use of information technology.

*Integration of the fisheries sector in national development policies* is the fourth theme and is in the context of baby projects related to policy reform needs that were identified by stakeholders, during the implementation of projects. New institutional arrangements for management of infrastructure, management of the resource and the importance of a better integration of communities in national education, HIV/AIDS control and access to micro finance were in some of the countries, further developed by means of institutional processes. A summary of the main contribution of each theme to fisheries development and poverty reduction, how the SFLP tackled the issues, the achieved benefits, the major challenges and how these were overcome or done differently and the key lessons learned and how these can be applied to other fisheries management initiatives is given in the executive summary.

**Scheme 1: Themes towards which the community and institutional support projects contributed.**



## **2. IMPACT ANALYSIS OF PROJECTS (2000 – 2006)**

In 2003 major subjects to which community projects were contributing were identified. These subjects were: fisheries enhancement, co-management (inland fisheries and marine fisheries), micro finance, organisation capacity building, strengthening women's organisations, post harvest issues, enhancement of social services and protection of eco systems. From 2004 onwards, projects on HIV/AIDS, community radios and on gender relations have been implemented and added as a transversal theme to the previous developed list of subjects.

Each community project usually contributes to a number of themes and the summary tables presented in annexes are organised according to the RSU themes (used to establish the charts for capitalisation of impacts and lessons learned). Transversal issues like HIV/AIDS, communication (radio) and gender have been presented in a separate table.

### **2.1 Participation of communities in fisheries enhancement and co-management of the resources (theme 1)**

21 community projects contributed to the participation of fisheries communities in fisheries enhancement and co-management of the resources. The theme of co-management was subdivided in (i) fisheries enhancement projects (5 projects), (ii) inland co management (8 projects), (iii) marine co management (6 projects) and (iv) protection of eco systems (2 projects).

In total 54 communities were involved and for those projects where there was direct interaction with CBO a total of 4385 individuals were concerned. The National coordination units have been able to guarantee continuation of funding through established partnerships for 52% of these community projects.

The community projects started with fisheries based activities but 81% of the projects became with time involved in other sectors (see details).

- Economic development (business skills, MFI): 43%
- Agriculture and forestry (protection of catchments, diversification of livelihoods): 33%
- Health and HIV/AIDS: 19%
- Education: 9%

Table T1.1 (see annexe) gives an overview of the countries (first per sub theme and in each sub theme in order of date of approval of the community project) contributing to the theme.

#### **2.1.1 Development constraints to be addressed**

The adoption of co-management in fisheries development is gaining international appeal and is being implemented across a range of developing countries. At its core is the concern for the long term commitment to improve the resource management.

One of the aims of SFLP was to encourage and enhance co-management through the introduction of participatory processes (action research), linking micro-meso and macro actors and using lessons learned and experiences from the forestry sector to work with fisheries communities. A change in way of working was putting the communities and the people first in the process. The action research approach and the learning by doing were part

of the process leading to a co-management agreement. It is important to note again how in a different way the administration became visible and active partners of communities. The administration had to, as all other stakeholders, let go of their assumptions and participate in the analysis of the situation. The new institutions and governance required, pointed to policy reforms that in some of the community project countries have started.

Attention was given to (i) more secure access to resources with special attention to gender and marginalised groups, (ii) new institutions with participation of poor and (iii) not the least important the economic development through new technology (value added, conservation and processing, aquaculture<sup>6</sup> ...).

In the community projects on co-management processes, social communication (transparency at the start and throughout the process, more accountability and orientations for better conflict management) were considered and special trainings were given to stakeholder representatives (see page 53). This together with the involvement of all stakeholders influenced changes in the way decisions are taken.

### 2.1.2 Aim of the CP& IS projects

The CP &IS support has been oriented by a process approach. The following questions that were to be answered through these process interventions:

- How to increase social cohesion to arrive at a pro poor community development vision shared by the major stakeholders? How this community development vision could be a basis for involvement in the co-management institutions? Who is getting involved and how are they interacting?
- How to reduce the conflicts over access to the resources (factors for success, type of process) and what to do to reduce threats from land use practices that affect the fisheries resource?
- How can micro finance services contribute to sustainable resource management and reduction of vulnerability (pro poor and funding of diversification)?

In Niger replication of the experiences in Tafouka to the other waterbodies of Tahoua region (over 400 similar water bodies) was aimed at.

The experiences within the context of the co-management were to be replicated in other communities and other main inland water bodies thanks to the necessary political commitment.

### 2.1.3 Activities/inputs

Fisheries enhancement: Temporary lakes, artificial water bodies and one river based fishery are subject to community projects. In Niger and Chad the national institutional setting for the management of these resources is based on state ownership with delegation of the management to traditional authorities. In these projects conflict resolution, increased social cohesion and inclusive development were main challenges.

Depending on the size and the nature of the water body, fisheries enhancement has been addressed in different ways:

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<sup>6</sup> Aquaculture is mentioned here as an option but no aquaculture initiatives were funded by SFLP within the co management.

- In Niger on the semi permanent small water bodies fisheries enhancement was implemented through capacity building, improving technology and building social capital (social cohesion, gender and stakeholder agreement) to agree on improving management.
- In Burkina Faso and Chad, improving fishing capacity (fishing gear, boats) and processing capacity (training on post harvest technology) was undertaken at the start of the process. In Burkina the process continued with capacity building in order to facilitate integration of fisherfolk in the Land Use Planning Commission. In Chad, capacity building had already been funded by another donor and the process focussed on micro finance and diversification of livelihoods.

Protection of the basin and the lake sides (planting shrubs) and establishment of local agreements were activities common to all of these community projects.

**In Burkina Faso** there is provision in legislation for local management (co management) of the smaller water bodies (Sandogo and Boalin). Land management committees and Special Commissions for Fisheries have a legal setting. The Sandogo community project was reoriented towards strengthening the capacity of the fishermen and fishmongers in the community to have access to the management committee of the Land Use planning commission and its development funds. This was to give more recognition of the contribution of fisheries to the local economic development (next to horticulture and livestock). Following an exchange visit to Tafouka (Niger) the president has constructed a reproduction basin. In Burkina Faso restocking and fisheries enhancement is organised and depending on government investments.

**In Niger**, Tafouka the technical option for fisheries enhancement chosen was “local restocking technology”.

In Niger gender concerns in terms of (i) effective participation of women, (ii) addressing vulnerabilities concerning food security and (iii) social cohesion were addressed progressively and through supplementary funding. The example of the process in Tafouka has achieved a more “multi dimension approach” to “fisheries enhancement”. The lessons learned were taken up in the national “fisheries and aquaculture development plan” (see also page 99)

**In Chad**, the fisheries enhancement is based on the protection of the resource through community management of fishing zones and reproduction zones. The respect for the management of the resource was discussed with the project beneficiaries and considered as part of the conditions for implementing input supply (fishing gear, boats and ovens) loan schemes [SLA link between physical –financial and natural capital].

Inland co-management: different types of interventions were funded: (i) co management processes and (ii) measures and regulations for river based fisheries

Co management processes on larger water bodies were funded in Cameroon, Nigeria, Togo and CAR. The funding available through CP could not cover all of the communities on the lakes and choices were to be made on how the process would be dealt with on longer term. In Cameroon and CAR (same resource person guided the processes), great importance was given to sensitising and concertation through social communication. Social communication is launched after the first consultative meeting. Training on social communication for representatives of all communities being part of the lakeside residents, makes the social exchange and consultation more performing. Social communication guarantees that crucial

information on the process is shared and that feedback is given to all stakeholders at the different levels.

- In **Cameroon** this situation was discussed with the NCU (Director of fisheries) and there was a commitment from the administration to (i) participate active in the process and use the experience as a training ground for field officers, (ii) mobilise (depending on the appreciation of the process) national funds for extension and support to the process and (iii) institutionalise and legalise the co management institutions.
- In **Togo** the national level was very much committed to implement the project and institutionalise the outcomes of the process.
- In **Central African Republic** there was a lot of enthusiasm with the fisheries department and a number of donors were available for future investment in the co management processes on other lakes. Political instability did not permit the programme to progress.
- In **Nigeria**, there were negotiations started with other donors and with the state government (Kano state) to fund a co management process in the context of the SPSF fisheries component but it did not materialise during the community project implementation. Without funding of a co-management process by SPFS, the CP activity and the idea of having one(1) community out of forty (40) as a base for co-management linked surveillance activities is not realistic and was abandoned.

**In Cameroon** a deliberate choice was made to build on and use the existing experience in the forestry sector<sup>7</sup>. The same resource person was used in CAR where the original project proposal was reviewed and a stakeholder process was added. There was as well the idea of working in a cluster: Cameroon-CAR-Nigeria. The process in Togo was developed integrating the lessons learned from Cameroon and CAR. In Cameroon two co-management processes were funded: a process on (i) Mape lake where the state of the resource is not showing signs of depletion but where there are multiple conflicts between users and (ii) Maga Lake where the resource has seriously been depleted. Both lakes are covering several local administrations and both lakes have main private sector stakeholders: on Mape lake the dam is constructed and managed by an electricity company and in Maga the dam was constructed for irrigation purposes (Yere plains) and an Agro industry managed the irrigation schemes.

**In CAR** the Mbali dam is build for hydroelectric purposes. The co management process was twice interrupted due to political instability. The process of negotiation, consultation and signing of the agreement brought together stakeholders from macro, meso and micro level and at the three levels raised awareness on the role fisheries can play in the local development. At macro level the SLA project approach, the fisheries sector and the co management approach gained visibility and several partnerships were established (second intervention of the RP and the dynamic that became visible in Mbali mobilised the macro level).

**In Togo**, the Nangbeto dam is build for hydroelectric purposes and there has been a fishing ban on the lake but fishermen both Togolese and migrants were fishing illegally, which resulted in poor and conflicting relationships with the administration. The co-management process started when the fishing ban was lifted.

**In Nigeria** the Tiga dam is build for hydroelectric purposes. One community on the lake (out of 40 fishing communities) was assisted to set up a monitoring and surveillance unit. This was to be the start of a co-management process. This project has been reoriented and is now

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<sup>7</sup> Grazia Borrini- Feyereabend, M. Taghi Farvar, Jean Claude Nguinguiri and V. Ndangang in La gestion participative des ressources naturelles, organisation, négociation et apprentissage par l'action; 2000

addressing food insecurity issues through support to alternative livelihoods and professional management of a revolving fund by the cooperative union while negotiating with other donors and state government for funding of a co management project.

River based fisheries: In Chad (collaboration between a number of fisheries associations) and Congo (collaboration between all villages within one district) management of river based fisheries was assisted through community projects. In both countries the fisheries administration has been involved. Both projects are seen as small scale experiments as a start of a process of promoting diversification and aquaculture.

**In Congo** the fisheries administration developed in consultation with fisher folk (both men and women) of Makotipoko district, new regulations, banning certain fishing techniques and providing for new technologies. The regulations were approved by the administration and the fishermen's cooperative union supervised the implementation. A gender action plan was developed with all Community based organisations and provides for (i) analysis of implications of the new regulations on women and men's fishing practices, (ii) technical assistance and training equally accessible for men and women to reduce the impact of the new regulation on the income generated from fisheries and (iii) promotion of aquaculture with participation of women and the most vulnerable groups.

**In Chad**, the Bahr Kôh community project assisted fisheries cooperative union to provide technical assistance for horticulture activities that assure income generation to reduction in access to fisheries and respect of (i) fishing season, (ii) use of gear and (iii) protected zones.

Marine co-management: the following initiatives have been funded: (i) monitoring control and surveillance and (ii) a regional initiative on beach seine regulation (Ghana, Togo and Benin).

*Monitoring control and surveillance* was documented through experiences in Ghana and in Guinea. In fact these projects only cover the participatory surveillance part of MCS.

**In Ghana** the project was not giving the expected results and was ended in mutual agreement with the NCU and the fishermen. The project was to be transferred to another community but the project document and the conditions required for funding were never met.

Equipment (GPS and camera) and training were provided to a team of Moree fishermen to enable the recording of fishing vessels that were in infraction. The community lost during an accident one of the GPS and the camera. The participatory surveillance did not manage to get follow up from the institutions because of inadequacies in the fisheries laws about the use of pictures and GPS readings. There has never been an official (no actions from the Ghana Navy) arrest of the vessels and no funding through percentage of the fine that would be given to the community. The fishermen also mentioned that infractions of industrial vessels were seasonal and were at night.

**In Guinea** the project started end 2000. There was a national institutional device and both at meso and at macro level support was available and the fishermen when reporting on radio (to base station) the intrusion, effectively got the assistance from the marine. An impact evaluation was funded and undertaken by the national institute of statistics and the documented experience was presented to a forum of donors in order to obtain wider support and coverage of the coastal zone. Institutionalising the control by fishermen was finalised through the Pilot project on coastal management. The MCS experience in Guinea has been

documented and several reports are available on the SFLP website. The most important lessons learned are presented in this overview on CPs.

*Beach seine regulations:* A regional project covering Ghana, Togo and Benin was launched in 2000. The project was to test different mesh sizes for the pocket of the beach seine gear. The tested beach seining would prove to be in line with responsible fisheries and would have a minor part of the catch to be juvenile fish. The project would document how fisheries departments could avoid the ban of the beach seine gear by suggesting other measures. The final results had gone through different statistical treatments and were difficult to compare. In each country a restitution meeting was organised.

**In Benin** the national fisheries statistician was involved in the trials. The quality of the analysis and the reporting are good but the results were not used beyond the test community.

**In Ghana** problems arose at one of the sites (Adina) and the fishermen refused to continue the trial because the catch with the new net wasn't covering their costs.

**In Togo** the trial went on as planned and there were benefits recorded in terms of social cohesion. The research protocol caused some problems and comparing performance of the two nets (new and old) were influenced by other factors.

Diversification of livelihoods to reduce pressure on the resource both in inland and marine fisheries:

**In Chad** the community project dealt with fisher folk associations and their umbrella organisation, who invested in horticulture to support their livelihoods affected by measures of protection of the resource.

**In Benin** a participatory analysis on gender sensitive diversification of livelihoods could be assisted for fisher folk involved in shrimp production and processing on the lagoons and lakes along the Beninese coast. In eight communities diversification development plans were prepared. The development plans were transferred to PADPPA who is an IFAD/AfDB funded artisanal fisheries project, who was planning to fund and implement the proposals according to their activity plan. Communities that couldn't be funded through PADPPA would be assisted to find other donors.

**In Guinea** a diagnostic survey undertaken by a fisheries technology expert lead to the funding of a livelihoods diversification project assisting the community of Bongolon to develop octopus fisheries. The private sector commercialising the fish was involved in the project write up and a trade agreement would be signed with the fishermen. The private company was to provide an outboard motor, a boat and two ice boxes. Fisheries expertise was brought in from Senegal (TCDC) and equipment would be bought in Mauritania. Practical training of 5 fishermen over a period of 30 days and theoretical training (20 fishermen) on fishing techniques, conservation and sales of cephalopods was provided. Organisation and financial management training of the management committee and of the CDD (Comité de développement du débarcadère) was as well provided. No commercial activities were developed and no monitoring took place.

The monitoring of the results received 21% of the total budget and was planned to play a crucial part in this CP. The project was action research oriented and the national research

centre of Boussoura was supposed to play a coaching role: designing collection notebooks, training fishermen; data collection and analysis and presentation of project results.

The monitoring budget was supposed to cover:

- i). Setting of a participatory data collection & analysis system
- ii). Data collection and analysis
- iii). Quarterly discussions of results by project members to bring out lessons for improving the planning and implementation of the project activities of the next quarter
- iv). Validation of projects results and lessons learnt by members at the end of the project
- v). Routine quarterly external monitoring (committee including the NCU)

Protection of eco-systems: In Congo and in Senegal (Djoudj reserve) SFLP worked in protected areas.

**In Congo** the Conkouati-Douli reserve had earlier received assistance from IUCN (funding from World Bank) to establish a co management agreement on the forest and animal resources of the park. IUCN established COGEREN and at the time when the diagnostic survey (for the Community project formulation) was undertaken, COGEREN was still active and the management agreement was applied. The logic of formulating a similar project assistance to come to a co management agreement on the marine resources of the park was relevant. COGEREN lost credibility when a conservation approach was preached and applied by WCS. The park authorities returned to a more authoritarian control of the resources and COGEREN, without the technical and financial support it had received before, was weakened and couldn't defend the application of the co management agreement that had been signed. The NCU used another NGO, ANZAS to undertake the activities. The fisheries communities living in the marine zone of the park were to set up a monitoring and surveillance system and to agree on a co management system for the resources. Activities for improved management of shrimp fisheries and crab fishing and marketing were proposed but finally not undertaken. Shrimp fisheries suffered from poor catch and loss of interest of the wholesalers and the crab fishing trials were discussed with the biologist of the WCS and considered risky due to lack of knowledge on the role of the crabs in the larger eco system.

Successful activities were (i) training on fish drying and salting techniques, (ii) planting and testing of woodlots of disease resistant cassava varieties and (iii) training and technical follow up on goat breeding.

**In Senegal**, the choice of the zone and the changes in appointment of the fisheries officers resulted in a lack of follow up and no tangible results were achieved. The project was ended after payment of the first instalment.

#### 2.1.4 Outcomes

##### Fisheries enhancement:

The community projects in Chad and in Niger and Burkina Faso led to:

*Reduced conflicts:* There were contracts and better collaboration between the owners of the fishing grounds and the traditional chiefs, (ii) constitution of a mixed committee for protection of the resource and (iii) planning of fisheries and protection of the lake sides.

*Increased respect of regulations:* The fishing gear available through the loan scheme respected the national regulations.

Impact at household level has been documented and is presented in table 12.

Table 12: Overview outcomes projects in Chad, Niger and Burkina Faso on fisheries enhancement

|   | <b>Chad</b>   | <b>Niger</b>   | <b>Burkina Faso</b>   |
|---|---|--|---|
| <b>Inclusion</b>  | <ul style="list-style-type: none"> <li>- 17 very poor members were assisted through a social fund</li> <li>- Poorer members have access to boats on a leasing basis (34 persons)</li> </ul>   | <ul style="list-style-type: none"> <li>- Measures for micro finance to be inclusive;</li> <li>- Agreement on market access for women and poorer groups</li> </ul>  | <ul style="list-style-type: none"> <li>- Fisheries actors no more marginalised from the local development discussions</li> </ul>  |
| <b>Increase in access to financial service</b>                | <ul style="list-style-type: none"> <li>- Easy access all year round</li> <li>- Total fund : 4.185.580 FCFA</li> <li>- Reimbursement rate: 100%</li> </ul>   | <ul style="list-style-type: none"> <li>- Access to a loan from the MF (Mutuelle de Koni) and to an input supply system based on cereal bank deposit</li> </ul>   | <ul style="list-style-type: none"> <li>- Revolving fund available</li> </ul>  |
| <b>Increase in catch throughout the year</b>                  | <ul style="list-style-type: none"> <li>- Fish available even during reproduction period (result of improved planning of fisheries and respect of regulations)</li> <li>- Better collaboration between owners of the fishing grounds and the traditional chiefs (contract base)</li> </ul> | <ul style="list-style-type: none"> <li>- More reproduction tanks and more stocking resulting in higher catch</li> <li>- More equipment (lines) bought</li> </ul>   | <ul style="list-style-type: none"> <li>- Training on fishing techniques improved catch</li> <li>- Restocking (both lakes) increased catch</li> <li>- Testing (president) of reproduction basin</li> </ul> |
| <b>Increase income<sup>8</sup><br/>Improved food security</b> | <ul style="list-style-type: none"> <li>- 481.500 FCFA increase (52%)</li> <li>- 6 loans used for grain bank (900.000 FCFA)</li> </ul>   | <ul style="list-style-type: none"> <li>- Better economic results from IGA (hedging of rice: increase of 2000 FCFA/bag; lam fattening: increase of 5000 FCFA/lamb)</li> <li>- Access to a grain bank</li> <li>- Access to credit and input supply</li> </ul>  | <ul style="list-style-type: none"> <li>- Net increase of income of women and fishermen and at community level improved food quality through fish availability</li> </ul>                                  |
| <b>Increase in spending</b>                                   | <ul style="list-style-type: none"> <li>- Highest increase on education of girls (133%); health (128%) and equipment (59%)</li> </ul>  | <b>na</b>  | <b>na</b>   |
| <b>Self esteem and participation</b>                          | <ul style="list-style-type: none"> <li>- Women participate actively in meetings and decision making processes</li> </ul>  | <ul style="list-style-type: none"> <li>- Increased social cohesion,</li> <li>- Federation of groups,</li> <li>- Effective participation of women in decision making and presence of women in the council of wise;</li> <li>- Increased capacity; increased awareness on inclusion of poor community members</li> </ul> | <ul style="list-style-type: none"> <li>- Fisheries actors member of the committee and paying contributions</li> </ul>   |

#### Inland co-management:

The inland co-management processes have led to: (i) increased capacity of the participating stakeholders, (ii) increased participation of different groups in community and water body based management aspects (stakeholders involved and members of the management committees), (iii) reduced conflicts (see household level impacts) and (iv) increased capacity of the macro level actors in co-management. The following tables 13&14 provide information on the processes conducted and on the outcomes in terms of committees set up and information on their performance (SWOT)

Table 13: Overview co management processes

|                               | <b>Togo</b>  | <b>Cameroon<sup>9</sup></b>  | <b>CAR</b>  |
|-------------------------------|--|--|---|
| <b>Process specifications</b> | <ul style="list-style-type: none"> <li>- Process involving community development in 3 communities</li> <li>- Fisheries development committees were set up</li> </ul> | <ul style="list-style-type: none"> <li>- Multi stakeholder process: (i) conflict management, (ii) resource management</li> <li>- Simultaneous project support</li> </ul> | <ul style="list-style-type: none"> <li>- Multi stakeholder process: resource management</li> <li>- Mobilisation of donor support for the fisheries</li> </ul> |

<sup>8</sup> see details in final report ; (n=60)

<sup>9</sup> Impact analysis study undertaken and Cameroon CP contributed to the SFLP Product on co-management

|  | <b>Togo</b>  | <b>Cameroon<sup>9</sup></b>  | <b>CAR</b>   |
|--|--|--|--|
|  | <ul style="list-style-type: none"> <li>- Inter village committee was set up</li> <li>- Fishermen and women processors and fish mongers consulted on defining fisheries practice law</li> <li>- Formulation of a “arrêté”</li> <li>- Discussion with 3 fishing communities</li> <li>- Adoption of the “arrêté” and dissemination</li> </ul> | <ul style="list-style-type: none"> <li>to livelihoods diversification and partnership development.</li> <li>- Organisation capacity building (both for existing organisations and the new institutions)</li> </ul>   | <ul style="list-style-type: none"> <li>department</li> <li>- Strengthening of local organisations and assistance to set up an umbrella organisation</li> <li>- Collaboration with fish mongers from Bangui on marketing issues</li> </ul>  |
| <b>Stakeholders involved</b>               | <ul style="list-style-type: none"> <li>- Ministry of Agriculture, Livestock and Fisheries</li> <li>- Institute for Technology</li> <li>- NGO</li> <li>- Representatives of the three fisheries communities</li> </ul>  | <ul style="list-style-type: none"> <li>- Dam authorities</li> <li>- Administration (fisheries, finance, security and defence)</li> <li>- Local governments,</li> <li>- State governors (2)</li> <li>- Traditional chiefs, Sultanat</li> <li>- Representatives of the communities and different ethnic groups (gender balanced)</li> </ul>  | <ul style="list-style-type: none"> <li>- Dam authorities</li> <li>- Administration (fisheries, finance, security and defence, social affairs, health)</li> <li>- Local government,</li> <li>- Traditional chiefs</li> <li>- Representatives of the communities and different ethnic and professional groups (gender balanced)</li> <li>- Fish mongers</li> </ul> |
| <b>Contributing factors to the process</b> | <ul style="list-style-type: none"> <li>- Started in 2005 and lessons learned from Pilot projects and community projects were integrated in the CP document</li> <li>- A resource person from PP1 was made available for a backstopping mission in 2006</li> </ul>  | <ul style="list-style-type: none"> <li>- Available base line information: (i)Data base on fishing communities, (ii) Socio anthropological study on the conflicts (Mape) , (iii) data collection on state of the resource (Maga)</li> <li>- Positive attitude of the dam authorities to start a participatory process and contribution to the process in making available meeting hall and transport</li> <li>- IS funding was made available for supplementary training for meso and macro level stakeholders on the co management process.</li> </ul> | <ul style="list-style-type: none"> <li>- Base line data on the fishing communities</li> <li>- Fisheries administration knowledgeable on the fishing practices</li> </ul>   |
| <b>Structures</b>                          | <ul style="list-style-type: none"> <li>- National management committee</li> <li>- Intercommunity committee</li> <li>- Local committee (3)</li> </ul>   | <ul style="list-style-type: none"> <li>- Lake Co management committee (1)</li> <li>- Surveillance committees (11)</li> <li>- Development committees (11)</li> </ul>  | <ul style="list-style-type: none"> <li>- Lake Co management committee and sub committees</li> <li>- Surveillance committees</li> <li>- Fisheries organisations (6)</li> <li>- Fish mongers organisations (7)</li> <li>- Umbrella organisation (1)</li> </ul>   |

Table 14: Details on the composition of the co-management committee and SWOT

|                 | Members of co management committee   | SWOT  |
|-----------------|--|---|
| <b>Togo</b>     | <p>Representatives of the fishing communities (president and 2 vice presidents of the inter community committee)</p> <p>Prefecture</p> <p>Regional director Agriculture, livestock and fisheries</p> <p>Director of livestock and fisheries</p> <p>NCU</p> <p>Electricity company</p> <p>Ministry of Agriculture Livestock and Fisheries</p> <p>Ministry of Decentralisation and Territory</p> <p>Ministry of Defence</p> <p>Ministry of Security</p> <p>Ministry of Environment and Forestry</p>  | <ul style="list-style-type: none"> <li>- Though the process was consultative, the fishing agreement, is being contested by some communities who were not directly assisted by the CP, and a contestation movement is active.</li> <li>- Three villages have established structures that are still weak</li> <li>- Improved relationships between the administration and the communities has been established</li> <li>- Conflicts between migrant and local fisheries actors have not been discussed during the process.</li> <li>- Weak representation of women in the committees</li> </ul>   |
| <b>Cameroon</b> | <p>2 sub prefects</p> <p>2 delegates of the Ministry</p> <p>1 Community development officer</p> <p>3 Commandant Brigade</p> <p>2 Police commissioners</p> <p>1 Electricity company</p> <p>1 Traditional authority</p> <p>2 Local government</p> <p>1 Ministry of Environment and Forestry</p> <p>6 Representatives of fisheries communities</p>  | <ul style="list-style-type: none"> <li>- Higher rate of effective participation of the fishing communities will need efforts on literacy, organisation strengthening and I/C</li> <li>- Traditional authorities feel not well enough anchored, prefecture level insists on clearer lines of authority especially in terms of conflict prevention (Mapé).</li> <li>- Development committees should be assisted in a process of developing an overall management plan for the lake as is the case in PP1. The overall plan will help to coordinate and address the multi sectoral integration of fisheries in the development of the zone.</li> <li>- Weak representation of women in the committees</li> </ul> |
| <b>CAR</b>      | <p>2 sub prefects (Boali and Bossembele)</p> <p>2 Representatives of the Commune rural</p> <p>1 commander of the police force</p> <p>1 representative of the Electricity company</p> <p>1 representative of NGO and projects</p> <p>1 traditional authorities</p> <p>1 Ministry social affairs</p> <p>1 Ministry of health</p> <p>1 representative of the farming communities</p> <p>1 representative from IEC</p> <p>1 representative from the forestry post</p> <p>1 representative from the fish mongers</p> <p>6 representatives from the fishing villages</p> | <ul style="list-style-type: none"> <li>- Weak representation of women in the management committee (4/21)</li> <li>- No representative of the fisheries department in the management committee</li> <li>- Still fragile process due to political instability and the interruption of the negotiation and implementation process.</li> </ul>  |

The co management process in Maga (Cameroon), where the resource has seriously been depleted has been able to achieve the following:

- An *institutional mechanism for co management is in place* that is functional but still fragile. The committees are developing their self funding mechanism. The fisheries regulations are better respected.
- The co management process has been supported by the local authorities and *is integrated in the development plan*. (Major decisions taken by the committee are the type of fishing gear that can be used, the need to restock the lake and to install a closed season, protection of the catchment area by planting trees and the reasoned use of the water level in the dam)

- The *women group has a S&C scheme* and women have been able to increase their revolving fund, they have diversified their activities and increased the surface of the rice fields
- The organisation of smoking activities has improved (increased orders, increased income) and women have more leisure time.

The co management process in Mapé where the state of the resource is not showing signs of depletion but where there are multiple conflicts between the users has been able to achieve the following:

- An institutional mechanism for co management is in place but is still fragile (Major decisions taken are (i) the type of gear that can be used, (ii) the delimitation of reproduction zones, (iii) the committee to assist the creation of Economic Interest Groups, and negotiate the services of a micro finance institution and the development of community action plans (literacy, health care, etc.) and (iv) to negotiate with the agro business the release of water from the dam)
- The co management process (training of representatives on social communication, social communication initiative, and training on good governance) reduced the intensity and the frequency of conflicts.
- The accompanying activities with women groups increased the income of the members of these groups with 30 to 35%, the activities reduced the post harvest losses and improved the size of the fish present at the market.

Impact at household level:

- In CAR changes at household level (see report consultant<sup>10</sup>) are: (i) increase in school attendance of children increased by 50%, (ii) increased income from fisheries was invested in housing, in agriculture and in investments in milling machine, cameras. Another indication for increased income is the tax revenue increase for the Commune rural of Boali. (iii) Important is as well that the social status of fishermen and fish mongers and the official recognition of the umbrella organisation gave way to negotiations with the local authorities on investments in local development with local tax income.
- In Cameroon on Mape lake the fact that there are less conflicts has a positive impact on the household level.
- In Togo there will be a possible positive impact at the household level for members of the pre cooperative movements (14) which could give access to credit facilities.

#### Marine co-management:

The reported impacts are: (i) Improved income of the fisheries community through reduced conflicts, reduction of accidents, reduced intrusions of industrial vessels , (ii) reduced vulnerability and insecurity in the zone attracted more fishermen and could have on the longer term again a negative impact on catch and on household income, (iii) Illegal fisheries progressed during the night when artisanal fishermen cannot participate in surveillance this would leave the community again more vulnerable to destruction of nets and (iv) increased well being at household level through improved security, less accidents.

#### Protection of eco systems:

All income generation activities have potentials to increase household food security and increase the income. The activities are still in a start up phase (breeding of goats (6 breeders); woodlots for the best cassava varieties were started) but have been taken up by WCS (World Conservation Society) is using the outcome of the cassava trials in its project.

The dried fish has a good market price in Pointe Noire and the fish dryers are low cost (but problem to be solved concerning access to the plastic). The fishmongers (women of the fishermen) can produce better quality dried fish in a shorter time both contributing to a higher income.

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<sup>10</sup> Rapport de mission d'appui de M. Zerbo H, mars 2006

2.1.5 Summary table 15

| How tackled   | Main challenges   | How overcome   | Key lessons learned   | Options for follow up  |
|---|---|--|---|--|
| <b>Fisheries enhancement</b>  |   |  |   |  |
| <ul style="list-style-type: none"> <li>- Capacity building and strengthening of social cohesion to establish resource management agreements</li> <li>- Inclusion through pro poor economic development (pro poor and gender sensitive development initiatives): equity in access to MF, social loans, access to fish and to means of production and marketing</li> <li>- Fishing technology and fish processing technology training and integration of the fisheries actors in local land use management institution</li> </ul> | <ul style="list-style-type: none"> <li>- Conflict prevention over access to the resource</li> <li>- Threat from land use practices that affect the fisheries resource</li> <li>- Increase the social cohesion to arrive at a “pro poor community development vision” shared by major stakeholders</li> <li>- Influence of the availability of financial services on the community development (state of the resource, participation of all groups, reduction of overall vulnerability)</li> </ul> | <ul style="list-style-type: none"> <li>- Traditional authorities involved in the process</li> <li>- Gender analysis and participatory community level gender action planning</li> <li>- The macro level actors imposed responsibilities to marginalized actors and increased the recognition of these groups in the lake management (Burkina Faso)</li> <li>- Monitoring of different livelihoods aspects at community level beyond the PC and collaborate with MFI (collection of data on use of the loans and details on the clients)</li> </ul> | <ul style="list-style-type: none"> <li>- Traditional authorities mediated better collaboration between different stakeholders and reduced tensions on access to the resource</li> <li>- A gender participatory process can make communities change their response which makes women participation recognised and appreciated.</li> </ul>  | <ul style="list-style-type: none"> <li>+ Analyse impact beyond the community project and diffuse results and inform the PRSP process (food security and reduced vulnerability, reduced in equity and increased social cohesion).</li> <li>+ Study with MFIs the impact of availability of financial services on the use of the resource</li> <li>+ Research on stocking and reproduction techniques</li> <li>+ Increase assistance on marketing (value added aspect)</li> <li>+ Analyse secured access in the context of decentralisation processes and assist- when needed- the development of PIPs.</li> </ul> |
| <b>Inland fisheries co-management</b>   |   |  |   |  |
| <ul style="list-style-type: none"> <li>- Accompanied co-management process including a concertation phase, a social communication phase, a negotiation phase (planning, institutional set up), the signing of an agreement and a implementation phase</li> <li>- Support to and gender sensitive analysis of diversification</li> </ul>   | <ul style="list-style-type: none"> <li>- Transparent and inclusive process and set up (representation of different groups in the co management committees)</li> <li>- Macro level commitment and involvement</li> <li>- Financial sustainability of the new institutions</li> <li>- Availability of data on the state of the resource to guide management decisions</li> <li>- Conflict management</li> <li>- Increase participation of women in the institutions</li> </ul>                      | <ul style="list-style-type: none"> <li>- Social communication (3 out of 4 processes) creates a democratic and transparent good governance environment (information flow and decision on participation)</li> <li>- Capacity building and training of macro and meso level actors</li> <li>- Establish partnerships in support of diversification and economic development</li> <li>- Base line information available on social relations and the nature of the conflicts to efficiently accompany and</li> </ul>                                    | <ul style="list-style-type: none"> <li>- Gender constraints and lack of literacy and organisation development assistance are contributing to elite capture and non representativeness of participation in the co management committees</li> <li>- There is a need for a long term commitment of partners so that there is possibility to accompany the institutions up to maturity and sustainability</li> <li>- There is a need to do a gender analysis of changes in</li> </ul> | <ul style="list-style-type: none"> <li>+ Continue the support to the co management processes</li> <li>+ Include the development of a management plan for the lake zone.</li> <li>+ Organise support in a cross sectoral perspective (literacy, OD, livelihoods diversification)</li> <li>+ Train leaders of umbrella organisations and committees on conflict management</li> <li>+ Train meso level actors and co management committees on gender issues and how to address these efficiently in development</li> </ul>   |

| How tackled  | Main challenges   | How overcome  | Key lessons learned   | Options for follow up   |
|--|---|---|---|---|
|  |   | manage the conflicts  | fisheries regulations and to accompany changes with technical assistance (technology) for both women and men<br>- Lessons learned on aquaculture and fisheries management should be shared between countries (cluster : Cameroon , Nigeria, Congo, Gabon)   | plans.<br>+ Collect data on the state of the resource to guide decision making  |
| <b>Marine co-management</b>  |   |   |   |   |
| - Address conflicts between artisanal and industrial fisheries within an existing institutional device.<br>- Participatory research on improved beach seining<br>- Support to livelihoods diversification analysis | - Link micro-meso and macro level actors in a functional MC system<br>- Inform and influence policy to apply MCS on a larger scale and provide funding<br>- Sustainable funding mechanisms established through sharing of income from fines | - I/C process<br>- Documentation of results by a research institute to inform policy.   | - Without a national institutional device being in place and functional it is impossible to organise a participatory monitoring and control.<br>- Negotiate from the start of the MCS a sustainable funding mechanism and have documented agreements on who is responsible for what.<br>- Regional beach seine research is beyond the scope of a community project funding mechanism. | + Monitor the functioning of the MCS (committees and impact on the communities) |
| <b>Protection of eco systems</b>   |   |   |   |   |
| - Co management process and partnership with other specialised organisations to support livelihoods diversification (Congo)  | Agree with macro level stakeholders on the principles of the resource management in protected areas.  | - No agreement on co management principles was reached at the macro level but shared common interests in support to livelihoods diversification | - Debate with key stakeholders on the conservation and co management approach and obtain political support for implementation.  |   |

## 2.1.6 Lessons learned Theme 1: Participation of communities in fisheries enhancement and co-management of the resources<sup>11</sup>

### Increased social cohesion and community development vision supporting co-management

During implementation of a co management process issues on (i) conflict management, (ii) the threat of HIV/AIDS, (iii) literacy as a condition for effective participation , (iv) investing in diversification of livelihoods and (v) gender concerns as to address social, political and institutional inequities have shown to be of equal importance as the fisheries aspects. [IC]

#### *Inclusion*

- Integration of marginalised groups can be assisted through training and responsibilities given to them by the administration. This has improved their recognition by the community [FE]
- Integration of women in decision making processes can not automatically be achieved by applying SLA. At the conception of the community projects (SLA diagnostic and formulation of CP) gender aspects were not enough analysed & taken into account. Making available gender action plans through participatory gender analysis has changed the communities' response and has given women ample chance to take part in the community development. Without the participatory gender analysis and gender action planning (Burkina Faso), women created a separate dynamic (women were not included in the co management decision making process). [FE]
- The questions on how national migration can have a possible negative influence on the co management process was raised during the process in Cameroon but not taken up for further study. As the government plans to further invest in co management on the inland lakes it is recommended to undertake study on migration and co management processes. [IC]
- To guarantee that gender is mainstreamed in the process there is need to train meso level stakeholders on gender issues (co management committee and meso level stakeholders with important influence and power). [IC]

#### *Participation in co-management institutions*

- Low literacy rates, gender issues (social, institutional blockages) influencing women's participation and limited assistance to capacity building of the CBOs are major issues still to be addressed beyond this funding through a community project. [IC]
- Organised groups have difficulties to participate in the process and lack of capacity building and local "elite capture" of the process results in committees with members that have few "links" with (i) internal mobilisation factors and (ii) issues of interests of the participants. The process of accompanying groups (Organisation Development) and through such a process develop a community vision would give a more solid and sustainable organisational base for the functioning of co management committees, surveillance committees and development committees. [IC]
- Gender relations (institutional, economic and social factors hindering effective participation in the stakeholders' process) are not automatically taken into account and participation of women, their interests and contributions to the fisheries has not been analysed in depth. In Cameroon on each of the lakes women projects were funded whereby women's groups were assisted on livelihoods diversifications. In Nigeria women

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<sup>11</sup> FE= fisheries enhancement; IC= Inland co-management; RM= River management; MCM= Marine co-management; DMCM= Diversification in Marine co management; DIC= Diversification in inland co-management; PES= Protection of Eco systems

became comparatively more active members of the cooperative union than the men. The women are assisted in livelihoods diversification activities that with the approval of the men were permitted (importance of taking into account the prevailing cultural context). [IC]

#### Conflict reduction and security of access

- Ownership matters of the NR and in general involvement of fisheries actors in NR management, have not been addressed at macro level (CLUP process) in community projects in Chad and Niger. In Chad, ownership issues and CBO initiatives to protect the resource (planting on the river banks and contribution to planning of the use of the resource) could have lead to conflicts. Traditional authorities mediated better collaboration. In Burkina Faso the fisheries activities are considered marginal but are contributing to food security (in some cases by income generation) and more attention could have been paid to the alternative activities and the land use (by other stakeholders) affecting these activities (silting up, minimum water level, fish stocking). [FE]
- Co management processes, bringing together all stakeholders to develop holistic management plans that respond to the interests of different groups, create more guarantees for a sustainable resource use (application of regulations, functioning of committees). [IC]
- To enable co management committees to decide on measures on the use of the resources here is need for more information and data on the state of the resource. This will also provide information to monitor the impact of the co management. [IC]
- More funding is needed for the accompanying of co-management projects: the budget of “community projects” limits a smooth execution of the stakeholders’ process. The cost of a more frequent presence of the “resource person” could not be accommodated. This had implications on the quality of the process. In Cameroon the fisheries department contributed financially and showed interest to replicate the process on other lakes. An IS project assisted the fisheries department to formulate a HIPC fund project proposal on co management and diversification of livelihoods for Mape, Lagdo, Bakaou and Maga lakes. The project was approved but due to delay in execution of previously funded projects the World Bank called a halt to financing of newly approved projects. [IC]
- To avoid conflicts over ownership and benefits at a later stage a feasibility study on aquaculture carried out in Congo is now considered by the administration as a necessary step in its promotion. The gender issues in ownership and the contribution of men and women to aquaculture are in this way discussed in depth at the start which could avoid negative impact on gender relations during execution. [RM]
- Women’s fisheries are different (gear and species caught) then those of men. Changes in fisheries regulations should analyse the impacts on both male and female fishing practices. [RM]
- Introduction of new fishing regulations need to be accompanied by assistance and training on new fishing technology or techniques on how existing banned nets and techniques can be adapted and applied as “authorized” fishing gear. These accompanying measures can avoid extra costs to fisher folk which is an important aspect when promoting the new regulations. [RM]
- MCS projects can only be successful if there is an existing and functional national institutional device. The SLA diagnostic didn’t give enough in depth information on the PIPs that were crucial for the success of an MCS project. In Ghana the conditions, basic for successful MCS, were not present (periodic migration of the fishermen, no willingness to share responsibilities and cost for MCS, number of incursions limited and ability to organise follow up on incursions by authorities was not possible based on the

tools used by the fishermen). In Guinea, though not documented at the start of the process, the different services collaborated and contributed to the initiative. [MCM]

- At the set up of participatory surveillance, a funding mechanism guaranteeing sustainability, should be defined. Provisions should be made to negotiate at both micro (how to motivate the informants for the service they render but maintaining the logic of linking the activity to regular fishing activities) and meso level (who pays for what and where does the responsibility of the community ends and is it the responsibility of the national services) the set up a funding mechanism guaranteeing sustainability. [MCM]
- In setting up participatory surveillance the choice of equipment should be done carefully. Both projects had problems with the equipment. In Guinea the choice of the equipment (VHF, GPS and cameras) and the technical skills for use and maintenance were neglected. No provision was made for funding of simple maintenance and replacement of equipment that broke down (this was done in a second phase in collaboration with the PP2). [MCM]
- The objectives of the beach seine projects were beyond the scope of a community project funding mechanism. Work at the macro level and with research institutes should have been subject to a more regular intervention. The study on the contribution of research to fisheries development could have been a better overall structure to undertake these community projects. [DMCM]
- The experience in Congo on co-management in protected areas, could have given better results: several partnerships were negotiated and partners were willing to cooperate but the absence of the NCU in Pointe Noire and the fact that the project site is difficult to reach (and even impossible during the rainy season) gave room for negligence from the NGOs executing the PC. Collaboration with the fisheries administration to guarantee a debate at macro level to support and give the necessary legal support on fisheries resources management and on the organisation of MCS were beyond the scope of the funding of a community project. Partners should share the co management view: World Conservation Society and the Park authorities were interested in working together on the marine protected area but from a conservation point of view. [PES]

#### Reduced vulnerability contributing to sustainable use of the resources

- Aquaculture has only been started in Congo and shows (also from studies undertaken in Benin and Chad) to be a valid option for diversification. [DIC]
- There are important gender concerns that need to be taken into account when assisting fisheries communities in livelihoods diversification. The study in Benin shows that diversification is already a common practice in fishing communities. There are gender concerns in diversification that relate to the workload of women and the time available for women to undertake economic activities. The burden for developing diversification activities in poorer households is also much more on the women. The wealthier households have diversified outside the sector and chosen activities with giving good profits. The activities undertaken by the poorer groups are often much less remunerating. Promotion of diversification outside and in fisheries should have a pro poor focus since wealthier groups have already ongoing initiatives and the concern to reduce vulnerability to promote responsible resource management will be most needed by the poorer groups which have not always access to the diversification opportunities now available. [DIC]
- There is a need to build capacity for meso level actors and fisheries administration in analysis of diversification in and outside fisheries. [DIC]
- There is a need for a strategic approach to diversification supported by different sectors. The strategic approach will include marketing assistance and information availability. [DIC]

- In the context of diversification within fisheries and linked to export markets partnerships and agreements (with private sector) should have been signed before the start of the diversification project (Bongolon, Guinea) and all technical aspects (availability of the master fisherman and fishing gear) should have been confirmed. [DMCM]. Analysis of livelihoods diversification options and the impact on different socio economic groups was planned but not undertaken. It is important for the fisheries department to know however if new technologies, open up access for the poor to the new resources and the marketing arrangements. [DMCM]
- The Pilot project in Congo continued to give assistance on (i) promotion of goat breeding and (ii) the establishment of woodlots for resistant varieties of cassava. The autonomy of these activities will need support beyond the Pilot project and more responsibilities and direct links were to be created between associations- the umbrella organisation and specialised NGOs or donors. [PES]
- FAO's regional cassava project (Congo) was willing to give all technical assistance needed. The time between discussing the issues with the partners and the practical work in the field was often too long and resulted in loss of opportunities. [PES]

### Regional dimension and process implementation

During the implementation of the CP/IS support under theme 1, a number of activities were oriented on sharing experiences details are given hereunder

- Dissemination of experiences and lessons learned from the Pilot project 1 and Cameroon through articles in the bulletin. [IC]
- Exchange visits were organised between Cameroon, Burkina and Niger and between CAR and Burkina Faso (2001).
- The resource person from Cameroon was technical advisor to the Central African Republic Community project. [IC] he presented the lessons learned from the co management projects, at the SFLP exchange and lessons learning workshop in Senegal (November 2005). [IC]
- Gender mainstreaming experiences in PP1 (Burkina Faso, Mali and Côte d'Ivoire) and PP2 (Congo, Gabon and Mauritania) are documented and will be disseminated. [IC]
- Representatives of the NCUs of Burkina Faso, Niger and Côte d'Ivoire participated in an international workshop on fisheries enhancement and participatory management. The workshop, co-funded with GTZ had participants from Chad, Cameroon, Nigeria and Mali sharing experiences from the Chad basin fisheries, the Yere-Logone plains and the Kainji basin and lake fisheries. SFLP contributions covered issues on management and PIP concerns in fisheries enhancement (funding of IS: Consultancy for write up of an article). [PES]
- MCS lessons were shared with participants at the National forum (April 2003) organised in Guinea (SFLP funded participation of representatives from (Cameroon, Congo, Gabon, and RSTP). [MCM]
- An article was published in the bulletin and a film (les artisans de la mer) was prepared by the FAO. [MCM]
- RSU participants in regional fisheries organisations presented the MCS experience in Guinea. [MCM]
- In the context of marine fisheries links could have been made with the FAO funded initiative on fisheries statistics ARTFISH: [DMCM]
- In Congo proposals were sent to the responsible for the ARTFISH programme but the data collection sites didn't coincide with the communities assisted through SFLP CPs

- In Benin links were established but the NCU didn't finalise a proposal submitted by the fisheries umbrella organisation [DMCM]
- In Benin the methodology for gender sensitive analysis of livelihoods diversification was shared with different stakeholders (fisheries department, NGOs, PADPPA staff and community organisations). [DIC]
- Pilot project 2 countries participated in a workshop held in Accra in July 2006 and lessons on diversification practices in Congo were shared with other participants invited by the Gulf of Guinea project (GEF-FAO) [DIC]
- Contacts were established between ADECOR (NGO involved in the Makotipoko community project, Congo) and the Institute of Research in Gabon who have experienced scientists who could assist the planning of aquaculture development. The countries have a similar biodiversity in lakes and rivers. More lessons learned could be shared between countries: Gabon, Nigeria and Cameroon should document good practices from on going initiatives and share these so that an initiative launched in Congo could benefit. [RM]

Lessons learned on the process are:

1. The Community projects have the potential to make important contributions for improving information and communication between the micro, meso and macro level actors. This potential has not always been effectively used by lack of attention and funding of communication activities at the start and all along the process of execution of the Community projects.

#### **Good practices in micro-meso-macro linkages:**

I/C examples: several Community projects contributed and were presented in regional events. For some of these events supplementary funding or technical assistance from RSU was provided to produce of I/C materials. This has shown beneficial to mobilise at national level resources and processes<sup>12</sup> (Niger PRSP; Cameroon support through national investment budget for boats and motors for the management committees; Guinea, national forum raised interest of government and donors)

- In Cameroon the fisheries administration both at meso level and macro level has actively participated in the co management process (both on Maga and on Mape Lake)
- Training stakeholders on social communication to establish a constructive communication practice.
- PIP study helped the extension of the successes achieved with the CP to meso and macro level: Niger, Congo.
- In Congo in this way the Ministry lobbied for a fisheries component in the IFAD rural development projects;

2. Funding limits of Community projects can hamper a smooth execution of the co management process: the funding is not important enough to guarantee a permanent presence of the "facilitator"<sup>13</sup> and for co management processes the continuity is very important (and more even when the process like on the Mape lake is linked to management of conflicts). The specialised NGOs with the skills required to guide a co management process, reduced the number of trainings and activities in the field to stay within the budget limits. This left the institutions that were set up fragile. A combination of CP (including supplementary funding)

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<sup>12</sup> with process is meant that community projects start at one level and mostly on activities linked to the fisheries sector but open up to other sectors and to other levels (see also document on formulation of CPs)

<sup>13</sup> the facilitation is very important in starting and guiding the communication between the levels and between the different stakeholders

and IS funding showed to be effective in Cameroon (but delays in formulation and approval should be reduced).

**Good practices:**

- Training of the meso and macro stakeholders in order to take advantage of their full understanding of the process translating in improved involvement and contribution (Cameroon)
- Interesting local partners to support the process (in Maga, Cameroon, SNV and the local government supported financially the process).
- The co-management resource person briefed different donors on the process after the first negotiation meeting had been held. They were interested and started supporting different community initiatives (lake Mbali, CAR ).

3. Partnerships have been developed and are extremely important. It is difficult to develop partnerships at the start when no success story can be shown at the community level. The partnership development during reorientation became easier as impacts and efforts ongoing in the field could be shown. During reorientation the community organisations or umbrella organisation were active in negotiations and the partnerships opened up to other sectors.

**Good practices:**

- Organisation of a forum on MCS which created several opportunities for partnerships (Guinea)
- Community organisations have created their federation and have been able to establish a partnership with a micro finance institution (Niger).

4. PIPs studies conducted and commitments at from the stakeholders at the different levels (+ supplementary training as the process progresses- co management, gender) are indispensable for a successful implementation of Community projects on participatory management.

**Good practices:**

- PIP study methodology and technical backstopping given to the national teams (Congo, Niger, Senegal, Ghana)
- Evaluation by a Researcher to identify the strengths of the CP to share with national stakeholders and to use by RSU to orient the on going work in other countries (Guinea)

5. Long term commitment from macro and meso level stakeholders are important since the action research and learning process should still go on beyond the signing of the co-management agreement. The process of resource management is dynamic and both the agreement and the new institutions should be dynamic as well. The most important result at the start is the exchange of information and the agreement on a number of practices that can improve the livelihoods of the communities (including partnerships to support diversification, literacy training, gender action plans, communication and information).

**Good practices:**

- In Cameroon the fisheries administration supported the processes and assisted the establishment of partnerships. In collaboration with the SFLP supplementary funding was sought: HIPC funds, partner commitments (SNV, local government, SAILD, PREPAFEN).

## 2.2 Integration of fisheries communities in local development (Theme 2)

### 2.2.1 Development constraints to be addressed

Fishing communities are often separated from the main processes in local development. This can be because they are located away from administrative centres, or because they are migrants or new to the area so have barriers to their integration. There are a number of benefits from integration including communities' ability to demand better services in health, education, transport and water. SFLP has contributed towards this through three major components:

- (i) the capacity building component within: (a) the co-management processes, (b) the management of infrastructure, (c) participation in local development and (d) for conflict management;
- (ii) the micro finance component and
- (iii) the enhancement of social services component.

29 projects have contributed to the theme. 55% of the projects have established partnerships that will fund activities beyond the CP project. A total of 94 Socio professional organisations (SPO) have been reached and 9 umbrella organisations were supported. Only in one CP there was no partnership established. All projects are working on other sectors than fisheries. In 8 countries Policy, Institution and Process (PIP) processes were supported and through combining institutional support and community projects aimed at changes at the macro level.

The Organisations that were strengthened can at the end of the CP execution be characterised by the quality of the management as follows: 62% having good management capacity, 21% having weak capacities, 4% a bad management and in 13% of the projects it is too early to judge the management quality. Where there have been improvements in management, the communities have increased capacity to manage their activities and integrate themselves into local development processes.

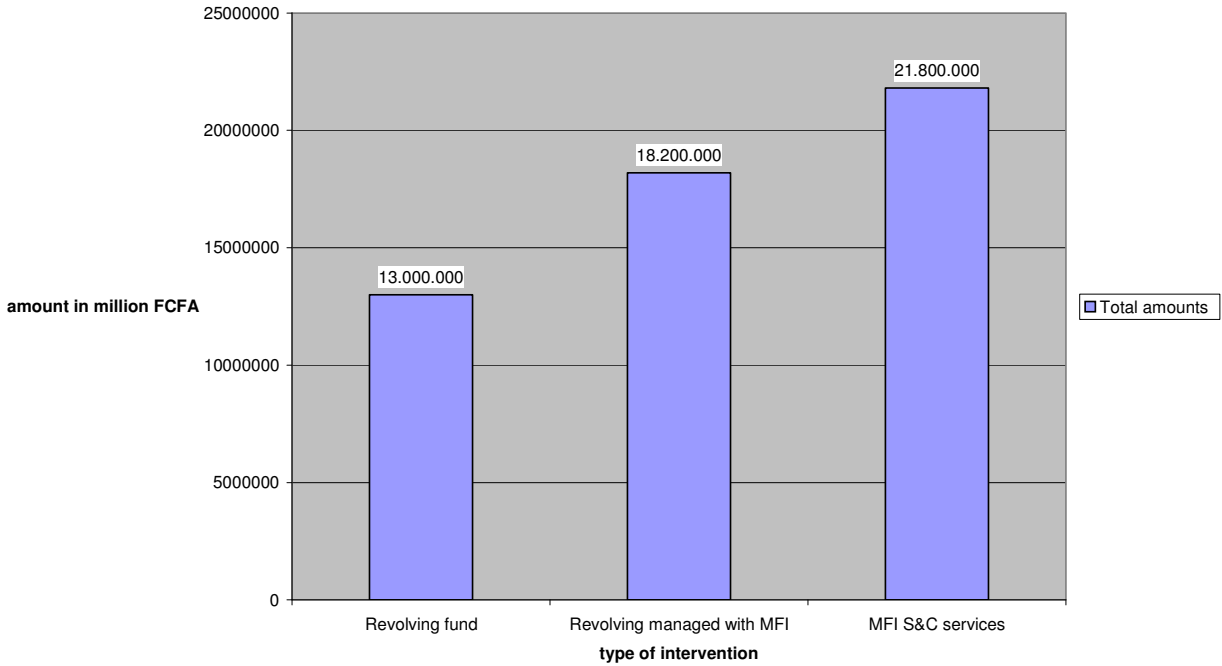
Micro finance support was in all of the projects accompanied with business development trainings. According to the type of intervention we can distinguish interventions through revolving funds (RF) managed by CBO (29% of the projects), a revolving fund at the CBO level but with technical backstopping by an Micro-Finance Institutions (MFI) (42%) and savings and credit services provided by MFI (29%).

Some facts and figures on the micro-finance support include (see also graph):

A total of 53.000.000 FCFA was committed to credit services. 24% of these funds were revolving funds managed by the communities; 35% was managed as a revolving fund but with assistance from a MFI and 41% was managed by a MFI.

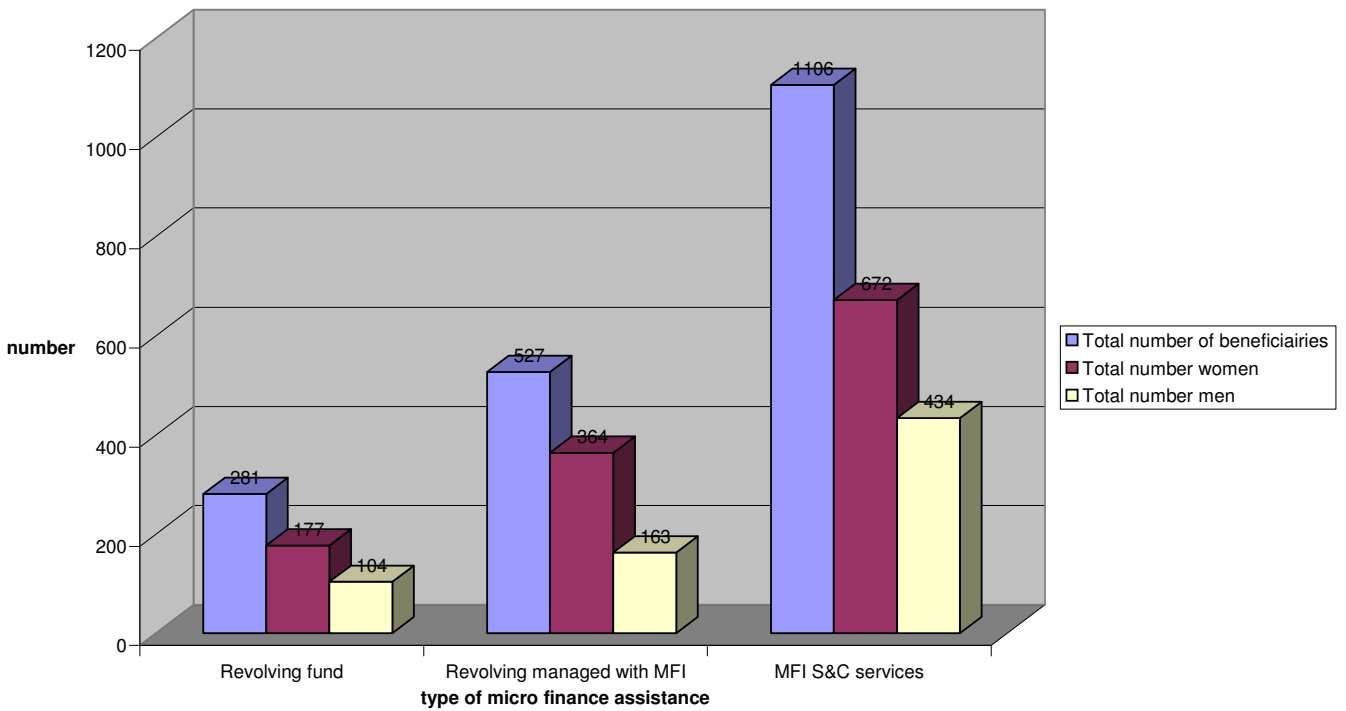
Graph 4: Total SFLP capital committed to micro finance activities

**Total capital for micro finance activities**



The participation of male and female beneficiaries is shown in the following graph 5.  
 Graph 5 : Overview on beneficiaries of micro finance activities

**Beneficiaries of the micro finance activities**



The challenge and policy issue addressed in micro finance is, how small-scale fisheries, which make an important contribution to Africa's economy, can be included in the

mainstream Micro finance development and how their integration should be oriented in order to contribute to sustainable management of the resource (application of the CCRF). The historical background of credit schemes in the fisheries sector, aiming to increase productivity through funding of gear at a subsidised rate (resulting in high default rates and mismanagement) undermined the interest of finance institutions in the sector. Marginalisation, insecure rights of access to resources, dependence on uncertain production systems and the risky nature of many fishing operations have made the fisheries sector unattractive to micro finance institutions which are mostly based and oriented towards urban commercial activities.

Enhancement of social services concerned the health sector (in 50% of the projects) and the education sector (in 40% of the projects). Other sectors (agriculture, livestock, forestry) were mainly through access to extension services in the context of livelihoods diversification. 70% of these projects had special attention paid to the participation of excluded groups and 80% of the projects took into account gender concerns.

The main contribution of the community projects towards integration into local development, was the increase of social cohesion. Improved social cohesion forms a solid basis for the promotion of economic development and more equal participation of the fisheries sector as well as more equity in the participation of all the different social groups that are active in the fisheries sector. Major challenges were the issues of how to reduce exclusion and avoid elite capture through effective participation in decision making avoiding monopoly of some groups in setting the development agenda.

Tables 2,1, 2,2, 2,3 and 2,4 (see annexe) give an overview of the countries involved in activities related to (one of) the themes mentioned above. Institutional support projects have funded technical trainings on Organisation development (OD), methodology development, development of a training curriculum on SLA (Nigeria), gender analysis, literacy studies and gender action plans all contributing to the theme.

#### 2.2.2 Aim of the CP & IS projects

The CP & IS support has been oriented by a process approach. The following questions that were to be answered through these process interventions are:

- How did changes occur in the community and what are the cultural, ethnic, historical factors that have contributed to the change
- How can empowerment processes be guided, how do the internal power relations change and who are the change agents or can be change agents?
- How can social cohesion be measured? (social capital, exclusion, gender)
- How do fisheries communities relate to other actors and how to organise communities to integrate fisheries in the resource management?

#### 2.2.3 Activities/inputs

Capacity building (see also table 2.2, in annexe)

Capacity building (strengthening human and social capital) has a central place in all community and institutional support projects. The impacts obtained from capacity building are not exclusively the result of interventions by SFLP but other partners and external factors have as well contributed. SFLP capacity building interventions have contributed and focussed on integration in local development and on improvement of the visibility of the fisheries sector at the national level (see also description of the process on page 94).

Projects have contributed to four major areas of capacity building and organisation development: (i) participation in co-management, (ii) management of infrastructure, (iii) participation in local development and building partnerships, and (iv) conflict management.

**In Nigeria, Côte d'Ivoire, Togo, Cameroon and Burkina Faso** the process of capacity building focused mainly on the participation of the communities in the co management process. In Nigeria and Côte d'Ivoire the initial intention to focus on co management was, at a later stage, shifted and in both countries, the projects have worked on strengthening savings and credit services.

**In Nigeria** the capacity building targeted the functioning of the cooperative union and access to savings and credit facilities. The cooperative union members had their core interest in diversification of their livelihoods and not in the management of the resource.

**In Niger and Chad** capacity building was mainly on local development. In the project context several partnerships were established. Co management is one of the issues in the "community vision"<sup>14</sup> for the development of Tafouka. Organisation development and gender trainings induced a higher level of social cohesion which ultimately led to negotiating the sharing of power between the traditional authorities, the owners of the resource and the community. No special trainings were organised for the co-management committees. Technical trainings on resource management, fish processing and fingerlings production were conducted at the start of the project. A policy framework for local management of the resource is already available. The capacity building increased the CBOs' capacity to share with partners their development vision and made it possible for the federation of CBOs' to sign an agreement with a savings and credit institution. The increased social cohesion also made it possible that new marketing arrangements were set up by the CBOs' at the local level.

In Niger literacy training took place and though the results were not very positive, lessons learned on the process were, together with the results of the literacy study, presented to a national forum. The recommendations of the national forum should result in assistance and attention for the fisheries sector needs in terms of formal and non formal education.

#### *A. Participation in co-management*

Capacity building in the context of co management processes refers to the different areas in which co management intervenes: (i) securing access to the resource, (ii) the policy setting and participation of the different stakeholders (change in power sharing), co-management institutions, (iii) economic development and (iv) new technology & management practices. Combining these different areas for capacity building represents an ideal package. Within the SLA approach, during developing training packages, the links between micro, meso and macro level actors have been integrated. The differences in implementation in the community projects are documented in the following table.

Communication is crucial and often the process starts in an environment where stakeholders do not consult one another and blame one another for the degradation of the resources and the existing conflicts. Building up skills in communication, negotiation and facilitation of meso level actors was crucial to the success of the process. Literacy for micro level actors could be not only catalyst for overall development but will overcome limitations in sharing information

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<sup>14</sup> the community vision on development is the outcome of the OD process lead by the CBOs

(use of different local languages in literacy). Gender training for all meso level actors should be as well considered as crucial but hasn't been.

**In Cameroon** an organisation assessment was part of a base line study conducted at the start of the community project. The outcome of the base line study and the in depth analysis of the different types of conflicts was presented to the stakeholders during the start up workshop. The fact that conflict management was discussed from the start of the co management process was very important to gain the confidence of the participants. It helped to stress the importance of social cohesion and participation of all stakeholders in the negotiation of access and use of the resource. During the start up meeting, the main objectives of the co management process were explained, discussed, adjusted and agreed upon by all stakeholders including the fisheries administration. An action plan was drawn and budgeted and responsibilities given to different stakeholders.

The capacity building was an ongoing learning process accompanied by a resource person. The responsibility given to the community, at the start of the process, to identify the different stakeholders is part of the learning process on leadership: the stakeholders at the level of a "community or fishing camp" had to decide on representativeness of the different "groups" in their community and through consultation at the community level, propose their representatives who would take part in trainings and information sessions and preparatory work for the elaboration of a draft co management agreement. After the second negotiation meeting the need for supplementary training on co management for meso and macro level participants was felt and was funded through institutional support.

**In Burkina Faso** no base line survey was done and only a limited group of marginalised (no access to land) members of the community were assisted to develop fisheries activities. In April 2006 a study was conducted to elaborate a management plan for the fisheries of Sandogo.

Table 16 (Page 53) presents the logic of the capacity building that was undertaken in Cameroon, Togo and Burkina Faso.

#### *B. Management of infrastructure*

In Cape Verde, Gambia and Benin participation in management of infrastructure has been addressed in community projects. The implementation contexts are very different in the three countries. In Cape Verde the SFLP contribution was the most significant. Some background information on the context and the content of the capacity building is presented and compared in the table17 (page 54).

**In Cape Verde** the capacity building was delivered by an NGO. The process started with the strengthening of the organisation in order to ensure good leadership. Gender issues in leadership and re-election were taken up. Women are equally represented in the management committees.

A second capacity building cycle included management skills (including computer skills), stock management and development of a policy and procedure manual for the credit scheme [in line with the ongoing reform in the sector]. This resulted in a management team which has a professional record keeping of the economic activities of the Community service centre. The macro level decision on transfer of ownership or legal leasing of the infrastructure to the fisheries association still needs to be taken.

**In Benin** a JICA funded fisheries service centre (including landing, cold chain and marketing facilities) in the main artisanal fisheries port of Cotonou was constructed and handed over in 2005. SFLP was not directly involved in training on the centre management. Professionals and the administration are handling day to day management. The national umbrella organisations, previously supported by SFLP are partners and active under the tripartite management agreement. SFLP funded capacity building to the umbrella organisations ANM, UNAPEMAB and EDATJO had consisted of organisation development in terms of procedures, structures and improving of information flow.

**In the Gambia**, Tanji, the JICA/AfDB funded investment (Fisheries service centre (FSC)) has been managed by a professional team, controlled by a tripartite partner agreement. The gender and credit study (IS) provided information on inequities in opportunities for specific groups of women and poor men to access services. Having access to these services (ice, cold store, drying and smoking areas) has an impact on the value added to fish and thus income gained. The policy of the FSC and the management practices influence the access to its services.

In the context of the community project a process of social dialogue was started whereby all stakeholders reviewed the service provision and the management. A training and reflection meeting with representatives from the CBO, forestry department, the FSC, the Credit union and the fisheries department was organised. The process ended with the re-election of the management of (i) the service centre and (ii) the savings and credit cooperative union. The policy and services of the credit union were reviewed. Weaker and marginalised fisheries actors were assisted in organising and establishing legally recognised organisations. The fact that the NCU (fisheries department) led the process was important for replication of the lessons learned from Tanji to other FSC's.

**In Cameroon**, Garoua, a co management process was initiated to improve ownership of the infrastructure and the investments (both existing and new (latrines (contribution of the urban council), water supply, deep freezers and smoking ovens)) and increase the responsibility of the women's group in the maintenance and the control on respect of regulations. The choice for a co-management process was justified by the fact that fishmonger refused using the former investments on sales tables and sheds as their positioning reduced sales. The participatory process included negotiation with all stakeholders, agreeing on roles and responsibilities and agreeing (internal regulation) on commitments. A management committee consisting of both men and women had 18,75% participants coming from the administration, 37,5% from the women fish processors, 18,75% fish un-scalers and 25% of cattle merchants. The Urban council of Garoua has offered the women processors a store and the Minister, who visited the initiative, has contributed insulated ice boxes to the project.

The table 17 presents the capacity building process undertaken in Cap Vert, Benin, Gambia and Cameroon.

Table 16: Overview capacity building process in co management context

| Training subjects  |   |   |
|--|---|---|
| Cameroon   | Burkina Faso  | Togo  |
| <ul style="list-style-type: none"> <li>- Participatory resource management</li> <li>- Social communication</li> <li>- Good governance</li> <li>- Elaboration of local development plans</li> <li>- Training of members of the co management committee on their role and responsibilities</li> <li>- Simplified accounting</li> <li>- Women's groups trainings on livelihoods diversifications (technical skills in livestock rearing, soap and Yoghurt making)</li> <li>- Technical trainings on processing techniques</li> <li>- Training on HIV/AIDS</li> <li>- Supplementary training on co management processes for administration and stakeholders at macro and meso level.</li> </ul>  | <ul style="list-style-type: none"> <li>- Organisation capacity (basics of group management)</li> <li>- Sustainable resource management</li> <li>- Fishing technology</li> <li>- Processing technology</li> </ul>  | <ul style="list-style-type: none"> <li>- Organisation of a cooperative</li> <li>- Simplified bookkeeping and analysis of financial statements</li> </ul>  |
| Strength   |   |   |
| <ul style="list-style-type: none"> <li>- <b>Transparency and good governance</b> are given the necessary attention at the start of the process</li> <li>- Transparency and good governance (leading to reduction of conflicts) sets the right environment to discuss the institutional setting of co management</li> <li>- Social communication training assists correct information flow and limits elite capture</li> <li>- On the job training of committee members and training on elaboration of development plans initiates the dynamic to take advantage of the process of <b>local development</b> (bottom-up).</li> <li>- Diversification and technical trainings will give opportunity for <b>economic development</b></li> <li>- In Maga, the co management and surveillance committees as the process evolved, felt the need to develop their funding plan to guarantee sustainability and execution (beyond donor funding) of the <b>co management plan</b> (motivation to implement the co management plan)</li> <li>- Supplementary training was organised for the macro and meso level actors to restore and increase the <b>confidence of the policy level in the process.</b></li> </ul> | <ul style="list-style-type: none"> <li>- <b>Technical training</b> on fishing and processing is a response to the most urgent need felt by the marginalised group.</li> <li>- Linking the technical training to the <b>provision of inputs</b> (Production and economic objective of the government) improved directly the economic opportunity.</li> </ul> | <ul style="list-style-type: none"> <li>- Training on cooperative union movement orients the non formal groups to obtain a legal status that offers several advantages to its members.</li> </ul>  |
| Weakness   |   |   |
| <ul style="list-style-type: none"> <li>- Literacy trainings are lacking</li> <li>- Funding of organisation development of emerging groups not available; all is oriented on the new institutions.</li> <li>- From the start more attention should have been paid to accompany the policy makers.</li> <li>- Absence of training on gender issues</li> </ul>  | <ul style="list-style-type: none"> <li>- Little attention was paid to effective participation and social cohesion. This has given way to elite capture</li> <li>- Motivation for participation in management is not based on a community vision and local development but protection of an activity and people excluded from access to land.</li> </ul>     | <ul style="list-style-type: none"> <li>- Not enough attention to build up confidence between the different actors (stakeholders at all levels)</li> <li>- No investment in communication aspect</li> <li>- Conflict management not part of the training package (including analysis of nature of conflicts) while conflicts are emerging also due to the limited consultation (3/12 villages) and the macro level management of the process (top bottom).</li> <li>- Absence of training on gender issues</li> <li>- Training limited to the cooperative movement not offering a wider view on forms of economic and social organisations could lead to false expectations and top down development.</li> </ul> |

Table 17: Overview capacity building in management of infrastructure context

| Cape Verde   | Benin  | Gambia  | Cameroon  |
|--|--|---|---|
| <b>Underlying processes</b>  |  |   |   |
| <ul style="list-style-type: none"> <li>- Organisation development</li> <li>- Financial management of store and ice plant</li> <li>- Financial management of S&amp;C activities</li> </ul>  | <ul style="list-style-type: none"> <li>- Organisation development</li> </ul>   | <ul style="list-style-type: none"> <li>- Gender analysis and gender action plan for pro poor development</li> <li>- Reduction of exclusion of not yet organised groups                             <ul style="list-style-type: none"> <li>- Access to resources and services (FSC)</li> <li>- Pro poor micro finance policy development</li> </ul> </li> </ul>  | <ul style="list-style-type: none"> <li>- Co management to increase ownership and responsibility of stakeholders</li> </ul>  |
| <b>Training subjects</b>   |  |   |   |
| <ul style="list-style-type: none"> <li>- Organisation management</li> <li>- Internal regulations and bye laws</li> <li>- Financial management systems</li> <li>- Stock management</li> <li>- Management of ice machine</li> <li>- Processing and conservation techniques</li> <li>- Computer literacy (excel and word)</li> <li>- Savings and credit (development of procedure and policy manual)</li> <li>- Small business management</li> <li>- HIV/AIDS</li> <li>- Roles and responsibilities of credit and loan committee</li> <li>- Savings and how to open a bank account</li> </ul> | <ul style="list-style-type: none"> <li>- Associative movement</li> <li>- Organising meetings</li> <li>- Elaboration of community projects</li> <li>- On the job training and production of basic documents for the associations</li> <li>- Elaboration of funding proposals</li> <li>- Monitoring and evaluation</li> <li>- Development of action plans</li> <li>- Gender and development</li> </ul> | <ul style="list-style-type: none"> <li>- Management of a savings and credit cooperative</li> <li>- Secretariat of S&amp;C cooperative</li> <li>- Management of the S&amp;C Cooperative</li> <li>- Roles and responsibilities of members of the GA</li> <li>- Processing and conservation technology</li> <li>- Business Management skills</li> <li>- Organisation management (for not yet organised groups)</li> <li>- Gender in practice &amp; Gender in the management of S&amp;C</li> <li>- Livelihoods diversification</li> </ul> | <ul style="list-style-type: none"> <li>- Social communication</li> <li>- Concertation and preparation of management agreement</li> <li>- Roles and responsibilities of members of the concertation platform</li> <li>- Management of deep freezers</li> <li>- Hygiene &amp; quality</li> <li>- Fish processing</li> </ul> |
| <b>Strengths</b>   |  |   |   |
| <ul style="list-style-type: none"> <li>- Training on management of the organisation has resulted in changes in leadership</li> <li>- Gender trainings and awareness raising has introduced effective participation of women in the management committees</li> <li>- Professional computerized management of the Service Center</li> <li>- New dynamic at the organisation level (higher level of motivation of the members)</li> </ul>   | <ul style="list-style-type: none"> <li>- The Umbrella organisations were visible and recognised and they were from the start of the process consulted. The skills acquired through the different trainings were used.</li> </ul>   | <ul style="list-style-type: none"> <li>- Participation of the fisheries department in the process and opportunity to replicate this in the other FSC</li> <li>- Holistic process</li> </ul>   | <ul style="list-style-type: none"> <li>- Stakeholders mutual interest in the participation clarified</li> <li>- Natural leadership identified during the consultation process</li> <li>- Transparency and good governance are part of the values</li> <li>- Training needs identified during the process</li> </ul>       |
| <b>Weaknesses : general there is the weakness of the literacy rates that makes accountability and transparency documentation difficult to disseminate</b>  |  |   |   |
| <ul style="list-style-type: none"> <li>- No provision for substitute of manager, store keeper and financial manager of the S&amp;C scheme</li> <li>- Possible HIV/AIDS impact on staffing and members not taken up in OD strategies</li> <li>- Need to strengthen capacity to analyse sales and planning</li> </ul>  | <ul style="list-style-type: none"> <li>- Poor information flow giving way to elite capture</li> <li>- Use of income by umbrella organisation is captured by a small group of leaders</li> </ul>  | <ul style="list-style-type: none"> <li>- Elite capture and difficulties to change the management that had been in place for some time</li> </ul>  | <ul style="list-style-type: none"> <li>- The Women's fisheries organisation is not an umbrella organisation and some users of the market don't respect the role of the organisation in the control of respect for the regulations.</li> </ul>   |

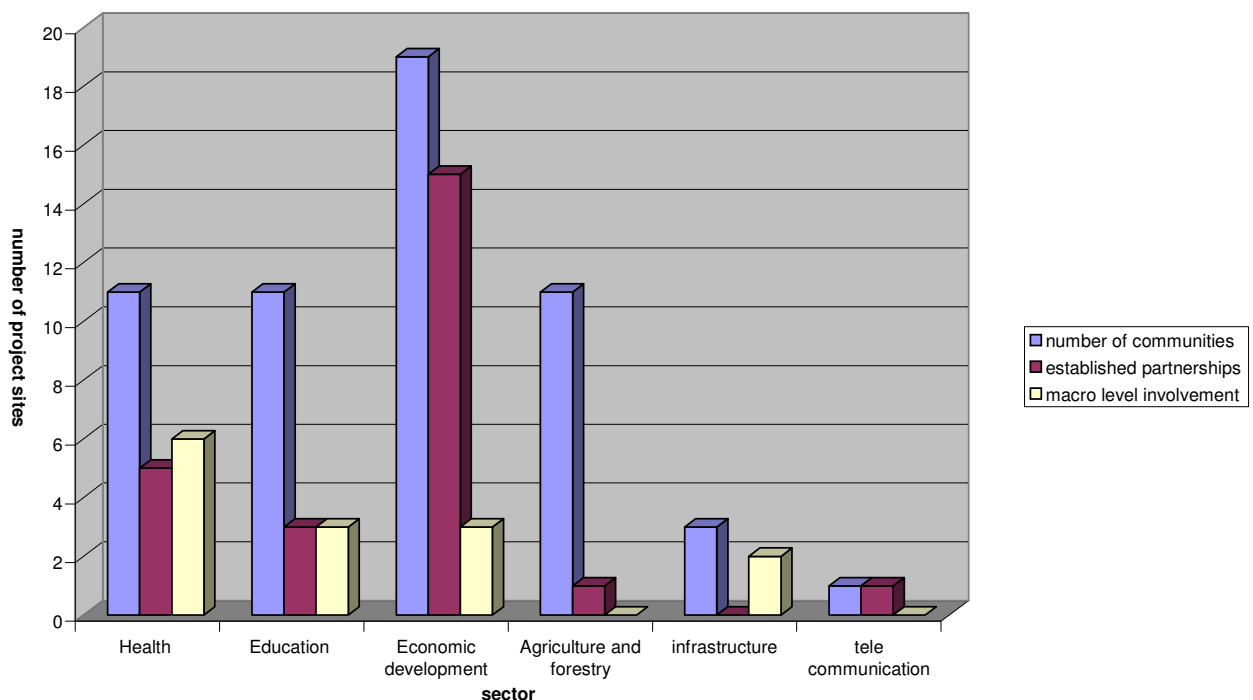
### C. Participation in local development and building partnerships

All community projects had a component of capacity building that was oriented towards enabling the organisations to build up partnerships and to integrate in the local development.

The process of organisation development is embedded in the formulation of a common vision for the development of the community. Through improved communication between different CBOs, leaders and different marginalized groups, local planning processes and building partnerships is positively influenced.

Out of 40 project sites (community projects) 25 (62 %) are multisectoral. The following graph 6 shows that activities related to aspects of economic development (marketing services, micro finance services) are the most important and count the most partnerships. Activities around health, education and agriculture, livestock and forestry in the context of diversification were implemented in 42% of the project sites. Partnerships and macro level involvement have been most important in support to Economic development and the health sector (HIV/AIDS issues).

Graph 3: Multi sectoral project implementation



Improved management of the organisations through (i) structuring and (ii) improved capacities to: (a) organise meetings, (b) organise services, (c) representation of the group at different forums and (d) mechanisms for circulation of information and reporting to members, has led to increased motivation of the members (see impact co-management and management of infrastructures) and participation. A number of community projects had a training component on formulation of project documents. Few of these have been funded before the end of the SFLP intervention.

From the projects listed in annex table 2,2 ; 12 out of 25 have been able to lead to a better integration of fisheries communities in local development and/or influence PIPs through capacity building:

- Tafouka & Tabalack (Niger; context of PRSP);
- Mapé & Maga (Cameroon; context of co-management);
- Nangbéto (Togo, context of co-management);
- Makotipoko (Congo, context of management of revenue from the regional market);
- Bagré (Burkina Faso, context of literacy and gender);
- Pointe Noire/Base AGIP (Congo; context of fisheries development, HIV/AIDS, communication through theatre);
- Cotonou (Benin; context of umbrella organisation and conflict with industrial fisheries)
- Tanji (Gambia; context of micro finance; context of management of the Fisheries service centre)
- Liiah, Nka Iyak Esuk Edibe & Daban Massara (Nigeria; context of mobilisation of contributions from State & Local government and mobilisation of assistance from mobile telephone companies).

Community projects that established partnerships with international or national NGOs are 31/68<sup>15</sup>. A limited number are detailed hereunder:

- Tchad (Ere): APIBASE is a local NGO. It has now an official recognition as MFI. It continues the activities in Ere and in fisheries.
- DRC (Pool Malebo): Inades formation (supported by Inades international) has started working in fisheries in the context of the CP. It has continued on its own funding working with the Unions in Pool Malebo. Inades got as well involved in the fisheries communities in the province of Equateur (IFAD and CARPE funding)
- Benin (Cotonou, UNAPEMAB & ANM): Oxfam Quebec (funding Oxfam Spain) has continued the work started in the community project
- Ebel Abanga (Gabon; ACIDI and JICA will invest in further development of the CP initiative)

In Gabon (Milembié & Ebel Abanga), Nigeria, Mauritania and Ghana the projects had no specific aspects for orientation of the OD process. The community projects focussed on economic capacity building (strengthening of financial capital, marketing, livelihoods diversification and enterprise development skills).

#### *D. Conflict management*

In Mali, Benin, Gabon and Congo (Pointe Noire) the community projects had to deal with conflict management. These conflicts are not NRM linked but were related to ethnic differences and to clashes between households and factions within the communities.

The projects strengthened social capital, harnessed existing social capital and linked it to policy and institutions. It is important to understand the different power relations and how different forms and dimensions of the social capital are related to the local policies and how they could complement each other.

Some examples:

**In Mali** the NGO had to consult all different factions and clear the conflicts between households before starting to work on the community project activities.

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<sup>15</sup> 15 localities are concerned but due to reorientation and supplementary funding the number of protocols concerned are 31

**In Benin** a conflict between the artisanal and the industrial fisheries sector emerged during the project implementation. The fisheries umbrella organisation organised different contestation activities. The umbrella organisation managed to have a meeting with the Ministry and a decision on the ban on the gear used by the industrial boat was agreed. 6 months later the practice started again and no solution has been found.

**In Gabon**, the river Ebel splits the village Ebel Abanga, in an east and western part. At the start of the CP there were conflicts between the two sides. During the workshop on organisation building (7 days), the OD facilitator managed to mediate and establish a common understanding on how to work together and benefit from the community project.

**In Cameroon**, conflict management concerning NRM was addressed through a multi stakeholder approach. The different conflicts had been well documented in a base line survey and a specialist facilitator led the process in prevention and conflict resolution. The conflicts have diminished but not disappeared completely. The local administration and traditional leaders confirmed that the process has reduced the intensity of the conflict that took place in 2004. Stakeholders are working together on conflict prevention.

Micro Finance (see also table 2.3 in annexe)

Results and lessons learned from revolving fund projects are analysed first, followed by projects with revolving funds that evolved into activities with Micro finance institutions (MFI). Community projects that were from the start planned and conducted with the Micro finance institution are integrated in the analysis of the influence of the institutional support funded research on gender aspects in micro finance.

The historical background of credit schemes in the fisheries sector, aiming to increase productivity through funding of gear at a subsidised rate (resulting in high default rates and mismanagement) undermined the interest of finance institutions in the sector. Marginalisation, insecure rights of access to resources, dependence on uncertain production systems and the risky nature of many fishing operations have made the fisheries sector unattractive to micro finance institutions which are mostly based and oriented towards urban commercial activities.

The communities where projects were initiated have existing informal financing mechanisms in place. Main types of informal credit that are practiced in the communities are: (i) lending by individuals on a non-profit basis (among family members, friends and people involved in the same activity), (ii) collectors giving services of “guarding money or collecting deposits”, they operate by daily rounds to collect clients’ savings, the client pays a deposit charge and recovers the rest of the deposited money on the agreed time and (iii) intermittent for-profit lending by individuals who can be funding gear and/or the costs of a fishing trip or boat owners providing fish on credit to processors and fish mongers. Another common practice in some countries is “Merry go round” or rotating savings and credit associations (RoSCAs) which pool equal periodic savings of members and give these to each member in turn.

Community projects were to build management capacities and social capital and this in order to influence the orientation of interaction with micro finance institutions (CP funded before 2003).

A reorientation was influenced by the Mid term evaluation (see pages 19). The studies on gender and micro finance funded through institutional support contributed as well to changes

in approach. This institutional support aimed at setting up strategic partnerships through a process including consultation (concertation platform) with micro finance institutions, fisheries department, NGO's, donors and fisheries umbrella organisations (Benin, Gambia and Niger). The study results initiated community projects that had as objective to understand how effective micro finance services could contribute to fisheries management by (i) reducing vulnerability, increasing the capacity and interest of the most vulnerable to participate in fisheries management, (ii) promoting or supporting diversification out of fisheries by developing financial products for this particular purpose and (iii) contributing to responsible investments in small-scale fisheries by using fisheries management plans to guide the evaluation of applications for investment loans.

#### *A. Revolving funds*

In Côte d'Ivoire, Mali, Mauritania and Nigeria projects contributed to the set up/or the reinforcement of informal credit activities managed by already existing groups.

**In Nigeria** the fisheries department ensured the technical follow up (trainings and liaising). The groups managed the revolving fund and opened a bank account at the nearest Community Bank. One of the community projects was able to mobilise assistance from local government which led to an increase by 390% of the initial fund. This type of assistance was replicated in two other communities.

**In Mali** CBOs organised a credit system that is benefiting the members of the group only. An experienced NGO provided the technical backstopping. No prior savings is required and loans have been limited to 50.000 FCFA. A 10% interest is paid and the loan is to be reimbursed within 5 months. In one of the communities the fourth round of credit is ongoing (coverage of 45% of the total membership). The other community had just started a first round when the community project interventions finished.

**In Mauritania** an experienced NGO provide all technical backstopping to the cooperatives.

**In Côte d'Ivoire**, a first community project provided fishing gear to a group of young fishermen (revolving fund; 70% reimbursement rate). In a second phase the community project strengthened the members of an association to start a "solidarity and development fund". The members mobilised savings and were assisted to structure their local informal S&C system. A credit mechanism has been approved and 10 of the 60 members have received a credit.

**Other community projects** (funded before 2003) included assistance through revolving funds: in Moree (Ghana), Sandogo and Boalin (Burkina Faso), Doyema (Guinea) and Dionewar (Senegal). None of these projects have reached a degree of autonomy and sustainability. The impacts of these projects are mostly at individual level. Through gained business and S&C skills some beneficiaries have managed to obtain credits with the Bank or MFI that were giving technical assistance.

#### **B. Revolving funds with technical assistance from a Micro finance institutions**

In Niger, Chad, Cape Verde and Sao Tome the micro finance sector are under restructuring. This restructuring is to end the chaos in the sector and to overcome lack of control in micro finance. SFLP, in choosing partners for the community projects, took into account the future perspectives of the potential partners within the micro finance sector.

**In Chad**, an NGO, APIBASE, who was not officially recognised as an MFI, accompanied the start up phase of the revolving fund. A thematic exchange visit (micro finance and fisheries umbrella organisations) to Benin assisted the NGO to improve on management practices of the revolving fund. The NGO applied for an official recognition as MFI and obtained it. Since then it has opened three MF offices. As MFI, APIBASE has been invited by the Pilot project 3 to assist micro finance activities in their intervention zone.

**In Cape Verde** Morabi, the NGO providing technical assistance in the CP, is representing the civil society in the discussions with the Ministry in charge of the reforms in the MF sector. The NGO has experience in MF and received major funding from other donors for savings and credit schemes. The NGO has a fulltime staff working on micro finance. The NGO set up the micro finance system for the fisheries association, Mora Polar. The policy and structure will in future be able to apply for recognition as a MF cooperative. One of the activities in the community project is a thematic exchange visit (micro finance and umbrella organisations) to Dakar (Senegal). The policy and the services were developed with the members. The illiteracy rate and the need for a guarantor have resulted in few loan disbursements till date.

**In Niger**, the second phase of the community projects of Tabalak and Tafouka were reoriented as a result of the institutional support. A partnership with professional micro finance institutions, the FIDA funded support programme on the reform of the MF sector (advice and capacity building for key actors) and a FAO project on “input supply and farmers organisations” was set up. A sustainable, pro poor and gender sensitive S&C service was set up. The revolving funds disbursed during a first project phase were subject to very poor reimbursement rates and in the second phase total reimbursement of the revolving fund was negotiated. The following activities were undertaken: an umbrella organisation at community level was organised, agreements with the MFI were signed, an agreement with the Federation of associations that provide inputs and technical assistance to members was signed, training for the management of the umbrella organisation and the associations was organised, actions to improve gender relations were undertaken in order to make access and decisions at association level and at household level more equitable and to guarantee empowerment of poorer groups and of women. The revolving fund was reimbursed. The loan recovery today is 100%. The loan procedures take into account the specificities of the sector and give access to poorer group members as the groups sign the loan and manage the sub loans to their members.

### *C. Micro finance institution*

Institutional support funded a study covering three countries: Benin, Gambia and Niger. The study results on gender and micro finance were validated and were followed by a process of concertation with MFI and strategic partners (including fisheries department, NGO, Ministry of health and education and MF national umbrella organisations). The analysis of gender issues included (i) financial assets and marketing at the community level and (ii) analysis of MFI active in the fisheries communities or within reach of the fisheries communities. Validation resulted in a (i) community action plan and (ii) MFI’s action plans giving precisions on how the MFI could engage in S&C activities adapted to the fisheries communities and pro poor and gender sensitive services.

A round table meeting with fisheries department, MFI, donors, NGO and representatives from other ministries (stakeholders) lead to the proposal of a strategic partnership in support of the MFI action plans for pro poor micro finance services to the fisheries sector.

**In Gambia**, NACCUG established a S&C cooperative union in Tanji. The activities of the savings and credit union were the first in the fisheries sector. The principal of savings first and the capacity building of members of the community to establish local management has shown to be very important principals for success in the fisheries sector. As shown by the gender and micro finance analysis, there is an important amount of cash circulating in the fisheries communities that could be captured by MFI, permitting to build up formal S&C mechanisms complementing and being in competition with informal savings and credit schemes. The study conducted in Tanji gave detailed information on the different groups active in the fisheries sector and on which types of loans and savings products were used by which type of client. The study also clarified which other factors are conducive for economic performance of the clients and how gender relations influence access to and control over tangible and intangible assets. The results of the study were translated in an action plan and funded through a community project. Through a participatory process the Bye Laws and Loan policy of the credit union were revised. A management manual was developed to help the management capacity of the Board and other interested stakeholders. Procedures for credit approval are better documented and literacy documents produced to make the procedures accessible to the poorer and illiterate clients. Gender trainings were organised for the NACCUG and the Natangeh Union. Training and assistance was given to not yet organised groups like fish un-loaders and fish dryers. An Exchange visit was organised to an already well organised group.

**In Gambia and Burkina Faso**, the intervention aimed to improve interaction between literacy and micro financing. In Burkina Faso the major activities on micro financing were funded by the Pilot project. Community projects assisted the literacy training of savings and credit beneficiaries and addressed aspects of equity in access to the resources and improved gender relations and empowerment of women. Literacy is a catalyst for development and when there is limited access to finance institutions the literate and wealthier groups have advantage in competing for loans. As in Gambia possibilities for involvement of micro finance institutions in post literacy and literacy were explored. In Burkina Faso and Gambia the micro finance sector perceives benefits from literacy in terms of better reimbursement rates. In Gambia simplified forms and didactic materials were developed. In Burkina Faso the micro finance institutions would promote participation to literacy initiatives.

**In Congo and Benin**, HIV/AIDS and micro finance services were subject for a community project. The analysis of the projects is given under 3.5.4 on page 105.

Enhancement of social services (see also table 2.4 in annexe)

Services mostly concerned were health (5/10) and education (4/10). Economic development has mostly addressed access to Micro finance services and improved market access or access to new markets (new products, new markets). In Niger and Gambia training on business management and on market information was to improve the results of the marketing of existing products. In Burkina Faso, Gambia and Niger marketing issues were addressed in the context of gender concerns.

Livelihoods diversification activities have led to access to government extension services in areas of forestry and agriculture.

### *Improved access to education*

In Sao Tome Principe, Niger, Gambia and Burkina Faso literacy training has been funded. In Niger and Burkina Faso an action research institutional support project on illiteracy in fishing communities was funded. The results of the action research in Burkina Faso and Niger resulted in commitments from national programs to support meso level institutions and the fisheries department to start literacy programs in a number of fisheries communities.

### *Improved access to health care*

**In DRC, Niger and Congo** the CBOs have been negotiating access to health care with nearby hospitals (Salvation Army in DRC) or health centres (Congo and Niger) and there is more interest to participate in the meetings of the Health centre committee.

**In Sao Tome Principe** there have been programs co funded with WHO on alcoholism, drugs and problems of HIV/AIDS. The NCU finalised a funding proposal on construction of latrines and water supply to the communities of Santa Catarina and Praia Campana. The file was approved but changed before it could be executed due to political instability the Minister. The newly appointed Minister asked the NCU to start again the procedures.

### *Economic development*

Access to micro finance has been documented under 2.2.3 and access to markets will be developed under 2.3.3

### *Improved access to extension services to assist livelihoods diversification*

Livelihoods diversification support has lead to interactions with other technical services.

**In DRC** training on urban horticulture was organised for members of CBOs. **In Sao Tome and Principe, and Gambia**, training on business management supported the development of petty trade. **In Niger** diversification of livelihoods was combined with activities of environmental conservation: a tree nursery was started in Tafouka and the trees planted in the watershed were Arabic gum trees that will later give an income to the community. The collaboration with the association and national federation of input supply networks gives the opportunity to (i) introduce fishing gear in the offer of the supply shops, (ii) raise interest to set up grain banks and intensify agriculture and livestock diversification in fisheries communities.

**In Burkina Faso**<sup>16</sup> initiatives on livelihoods diversification focussed on launching new products. Not enough attention had been paid to marketing and feasibility and some of the producers had problems with sales. Due to this fact the diversification activities benefited most to wealthier socio economic groups. The CBOs have facilitated access for all socio economic categories to credit. This has reduced vulnerability and each socio economic category has increased the number of IGA.

### *Federations*

In Gabon, Congo, DRC, Benin, and Ghana an OD resource person undertook an OD analysis and developed OD plans for the SPO and the umbrella organisations (Institutional support). A cluster was formed including Gabon, Cameroon, Congo and Congo DR.

In Congo (both Makotipoko and Pointe Noire), Burkina Faso and Congo DRC federations were set up during project execution. The process started with the capacity building at the

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<sup>16</sup> Impact study on IS gender in Bagré Chantier, Kabore Colette, July 2006

level of the socio professional organisations. Once the CBO or Socio professional organisations had established their vision, mission, an action plan and found strong mobilisation factors for their members, the project assisted, through various activities, to build up partnerships beyond the community project intervention.

In Burkina the women CBOs in Bagré established a Union. They negotiated with the MOB (Maitre d'Oeuvrage Bagré) the possibility of creating a fish market infrastructure. They obtained authorisation and a site to construct the market but still have to find funding.

In Congo (Makotipoko and Pointe Noire) the federations (umbrella organisations) have contacts and projects with the National Aids Council, with CAPPED (micro finance), with the Chambre of Agriculture and Commerce, with the IFAD project. The federation of SPO in Pointe Noire has been the best performing in terms of participation in debates on the management of the resource.

In DRC the unions are assisted by Inades formation. The federation of unions (regrouping a number of associations) is still weak.

Mechanisms for prevention of exclusion and addressing gender concerns have been timidly developed in a number of community projects.

**In Sao Tome and Principe, Congo (Makotipoko), Niger, Gambia, Burkina Faso and Gabon** the two aspects were included in the project protocol. In Sao Tome and Principe gender concerns were raised and differentiated per socio economic category. In Niger and Gambia equity measures for access to fish, processing and conservation and marketing opportunities were addressed. In Gabon the marketing action plan made a clear distinction between the different socio economic groups and male and female actors.

**In Congo and Benin**, communities in which an OD process had managed to establish a higher level of social cohesion, started projects on livelihoods diversification for reduced vulnerability. The NCU and the partners in Congo and Benin have been trained on analysis of livelihoods diversification opportunities and on analysis of the contribution diversification can make on the reduction of risks and vulnerability. During the training the aspects of social cohesion and exclusion were discussed as part of the objectives of the project is to strengthen the capacity of the CBOs and the community to mitigate the impact of HIV/AIDS and reduce the vulnerability of the community. Questions addressed through on the job training were: how to identify the most vulnerable?, how to take into account gender concerns?, how to negotiate with a micro finance institution the establishment of a community fund and permanent access to micro finance services inclusive for the poor?

#### 2.2.4 Outcomes

A. Capacity building within the context of *participation in co management* has provided the following outcomes:

**In Togo** an average of 61%, 72% and 38% of the members of the village fisheries committees attended the reflection meetings that resulted in a work plan, the definition of tasks and the mission statement for the VFC. The cooperative movement training package raised the interest for group activities and led to a better understanding between the communities (creation and registration of 14 organisations; 4 female groups, 7 male groups and 3 mixed groups).

Negative impacts due to the limited training and follow up are:

- Conflicts between leadership of migrant and autochthon population (claiming a preference position in the FVC).
- Fishermen whose fishing gear was been banned show resistance to apply the new regulations (the fishing gear each fisherman and sometimes the community has, depends on a multitude of factors); the new agreement is also raising resistance from farmers who were farming in zones that are now protected as reproduction zones.
- Leadership conflict within and between committees and the authoritarian behaviour of some of the leaders.

**In Cameroon** there is an improvement in dialogue between the different administrations and between administration and the communities; the decentralised collectivities are better informed on the concerns and interests of the fisheries communities and integrate these in the local development plans. The fisheries communities have the capacity to make their opinion heard and to take decisions.

The training on organisation development for the women groups resulted in a registration of the groups and change in practice including more financial autonomy and the development of partnerships.

The accounting trainings resulted in bookkeeping practices by some of the trained women. The accounting of the savings and credit schemes (non formal) is well kept by the literate women of the groups (in Mape, Maga) with a reported income increase between 30 and 35%.

There is a reduction of post harvest losses and improved quality of fish caught by the fishermen.

**In Burkina Faso** the technical trainings made it possible for the fishermen to produce and repair fishing gear. The trained fishermen trained others. The group is recognised and opened a savings and credit account and members can, in time of scarcity, obtain assistance.

B. Capacity building for the *management of infrastructure* led to:

1. *Increased dynamic of the organisations:*

- Increase in membership in Cape Verde (male membership: 35% increase; female membership: 56% increase), in Cameroon (37% increase), Benin (UNAPEMAB: 301 % increase; EDJATCHO: 210% increase).
- Increased interest in the organisation and the management performance by members leading to better representation and participation and internal control.
- Established partnerships: the CTS management in Cape Verde developed partnerships with the municipality, with DIA; In Benin the umbrella organisations have established several partnerships: Oxfam Quebec assists strengthening of the sub offices; EDATCHO has received literacy training for the members.

2. *Higher income for the organisations through well performing management of infrastructure and this higher income is used to support their functioning or to support credit services to their members (case of Cameroun Garoua;Cape Vert and Benin).*

Table 18: Overview outcomes community projects on infrastructure management

| Country           | Income from management of infrastructure  | Activities funded with the income  |
|-------------------|---|--|
| <b>Cape Verde</b> | <p>No detailed information on income expenditure balance was yet available. The sales of ice has now a detailed bookkeeping and sales from July till November show that 3 months /5 had maximum sales of ice; 1 month half capacity sales and 1 month ¼ capacity sales.</p> <p>The management plans to start using the fish processing room and produce salted fish during the high season.</p> <p>The sales of equipment (fund received from the Poverty reduction programme) have increased and most of the fishermen buy their materials now at the centre.</p> <p>The pre school is subsidised by the municipality and receives as well support from the WFP.</p> | <p>Credit scheme.</p> <p>Plan to start processing of salted fish during the peak fishing season.</p> <p>Increase articles for sale in the shop: life vests, VHF radios, etc.</p>   |
| <b>Benin</b>      | <p>Since 2002 UNAPEMAB perceived a total income of 10.149.000 FCFA from entry tickets to the harbour (89%), taxes on foreign boats (4%) and from other activities (7%) EDATCHO perceived an income of 300.000 FCFA from contributions of members.</p> <p>Since the new infrastructure is in place there has been a common fund used for the maintenance of the infrastructure. It is managed by the mixed commission and a monthly functioning cost contribution is given to each of the organisations. UNAPEMAB receives 90.000 FCFA; EDJATCHO receives 60.000 FCFA plus 25.000 FCFA for their service provision in waste management.</p>                            | <p>UNAPEMAB used funds for construction of the office, sheds, Toilet facilities and a training hall.</p> <p>Within the contact of the new mixed commission the money is used for organising meetings, functioning costs for the different sub offices.</p> <p>UNAPEMAB is in collaboration with SFLP (CP) preparing to co fund the start up material for line fishing teams.</p> <p>EDJATCHO uses the money for functioning costs and costs for meetings and for literacy materials.</p> |

*3. Increased collaboration* between umbrella organisations and meso and macro level stakeholders

- In Cameroon: the women’s association, AFVPN, received a storage facility from the urban council and a contribution in conservation equipment from the Ministry
- In Cape Verde: Ministry contributed 300.000 Esc<sup>17</sup> to Mora Polar for reparation works at the FSC; the district council contributed through a partnership with an Italian NGO to the equipment of fishmongers and they pay the salary of two teachers in the pre school; Mora Polar benefited from a revolving fund in kind (fishing gear) from the Poverty Alleviation project

*4. Replication of experiences by actors from the macro level:* The Fisheries department raised interest in the replication of the models of “participation in management” used in the community projects:

- In Cape Verde: replication of the CTS Pedra Badejo experience in two other communities and model also appreciated by donors of the Poverty alleviation group
- In Cameroon: the fisheries department is interested to continue to support the process
- In Gambia: the process undertaken in Tanji will be used in other FSC management committees

*5. Reduced post harvest losses and better quality fish* made available to clients leading to higher income:

<sup>17</sup> 1 US\$ = Esc CV (December 2006)

- Cameroon (30 – 35% increase) also due to the access to credit and opening of a bank account by the association (reimbursement rate: 85%)
- Cape Verde: sales of equipment and of ice has made increased yield, fishermen stay longer at sea. The fish mongers have better quality fish and can reach out to other markets.

6. *Improved services and healthier working conditions* for the women:

- In Cameroon and Benin the working conditions were improved through the collection of the waste and the disposal infrastructure. The smoking ovens, the deep freezers and insulated ice boxes are for hire and improve the working conditions of the women. The members of the association in Garoua have access to a loan fund.
- In Benin and Cameroon the availability of tap water and toilet facilities are extremely important improvements in the working conditions of the women.

7. *Reduced conflicts* at household level (Cameroon, Maga and Garoua) as a result of better income and increase in economic activities:

- less financial dependency and social empowerment of women

C. Capacity building to increase participation in local development has given the following outcomes:

1. *Increased number of partnerships*: Table 19 gives an overview of the outcome in Nigeria and in Ghana.

Table 19: Overview of partnerships established in community projects in Nigeria and Ghana

|   | <b>Partnership situation before project intervention</b>  | <b>Relationship with local government and partnership situation at the end of the project intervention</b>   |
|---|---|--|
| <b>Nigeria</b><br>Tiga Dam<br>Daban Massara | Poor functioning of the Cooperative Union<br>Limited interaction with Local government and State fisheries officers | <ul style="list-style-type: none"> <li>- Telecom operator installing masts for connection with the network for Baga area (CELTEL and GLOBALCOM)</li> <li>- Negotiation on loan with the Nigerian Agriculture Community Rural Development Bank</li> <li>- ECOWAS micro credit scheme: will be provided through the NACRDB</li> <li>- Collaboration between TEDAK cooperative in Baga and the cooperative in Daban Massara</li> <li>- Kukawa local government is preparing provision of a revolving fund for fisheries inputs</li> <li>- Borno state Ministry of Poverty alleviation and Youth Empowerment will provide means of transportation to the cooperative.</li> </ul> |
| <b>Ghana</b>                                | Adina and Katech fisheries communities had very limited contacts with the district assembly and no partnerships     | <ul style="list-style-type: none"> <li>- Institute of Local Government studies: Integration of Sustainable Fisheries Livelihoods Approach into District Assembly Processes through NCU facilitated trainings</li> <li>- NGO: CODEG and World Vision Ghana are implementing OD training modules and assistance on infrastructure</li> <li>- District assemblies of Ketu (Adina) and Mfantseman (Katech): collaboration for livelihoods improvement</li> <li>- Ghana National Development Planning Commission: Better integration of fisheries management issues in GPRS</li> <li>- SNV: information exchange</li> </ul>   |

2. *Increased participation in decision making by the umbrella organisations*

Capacity building of umbrella organisations has made it possible for fisheries sector actors to participate in decision making processes details are given in the following table.

Table 20: Overview outcomes capacity building of umbrella organisations

|   | <b>Change</b>  | <b>Evidences</b>   |
|---|--|--|
| <b>Congo / umbrella organisation Pointe Noire</b>           | The umbrella organisation is recognised by the authorities (public and private institutions) as a partner representing the artisanal fisheries community of Base Agip. They are invited to participate in meetings and decision making processes | The umbrella organisations has working relations with: <ul style="list-style-type: none"> <li>- The prefecture: meeting with the Prefect on the Base AGIP fisheries community.</li> <li>- Representation of the umbrella organisation during the visit of the prefectural authorities to the site where possible the community will have to settle in future</li> <li>- Organising media coverage on the artisanal fisheries communities (radio, TV)</li> <li>- Port authorities Pointe-noire : participation in meetings</li> <li>- Ministry in charge of fisheries: meetings with the director on the suspension of the shark fishing</li> <li>- Board of directors of the Kouilou department: Meetings on ecosystem degradation of the marine environment</li> <li>- Chambre of Commerce Pointe-noire : participation in the formulation of a support project to agriculture, fisheries and livestock development for the Kouilou (Project funded through the Embassy of France)</li> <li>- Director of fisheries/ Merchant navy / police : participation in meetings</li> <li>- UNDP (Unit on cooperation and development) : micro projects discussed and institutional support (computer equipment) and participation and organisation of meetings</li> </ul> |
|   | The umbrella organisation was involved in the resolution of the conflict on the fisheries of shark (consultation and proposal of a solution)   | <ul style="list-style-type: none"> <li>- involvement in the negotiation process</li> <li>- Providing suggestions and information to the administration on practices of salting and drying of shark fish as an IGA for women and practices of the fish mongers on sales of shark fins</li> <li>- Assisted to increase the income</li> </ul>   |
|   | Actions and lobbying to close the outpost of the « Direction de la Surveillance du Territoire » because of conflicts and unacceptable behaviour of their agents  | <ul style="list-style-type: none"> <li>- The post has been closed and there are no more migration officers and police</li> </ul>   |
|   | Reduced number of conflicts  | <ul style="list-style-type: none"> <li>- Umbrella organisation has set up mechanisms for conflict management within the SPO and the umbrella organisation</li> <li>- Decisions taken concerning the market place, the access road</li> </ul>   |
|   | Increased management capacities and participation in international meetings and exchange visits  | <ul style="list-style-type: none"> <li>- Exchange visit to Douala Cameroon : 3 to 14 November 2003</li> <li>- Organisation of a workshop on sustainable management and bio diversity of coastal areas : 14 to 16 July 2005 (UNDP)</li> <li>- Management of economic infrastructure : <ul style="list-style-type: none"> <li>o Management of cold room (PAIPOD funding)</li> <li>o Management of a input supply shop (PAIPOD funding)</li> </ul> </li> <li>- Execution of micro project on aquaculture (coopération technique entre les pays en développement (PNUD))</li> <li>- Participation in the agriculture trade fare (August- September 2002)</li> <li>- Participation in workshops in Douala-Cameroun (3-13/10/03) and Accra-Ghana (September 05)</li> </ul>   |
| <b>Benin/ Umbrella organisation UNAPEMAB &amp; EDJATCHO</b> | Representation in the dispute with industrial fisheries using “chalutage à boeuf”  | <ul style="list-style-type: none"> <li>- Organising several public actions and information meetings</li> <li>- Meeting with the Ministry resulting in suspension of the practice “chalutage à boeuf” for six months.</li> </ul>  |
|   | Increased participation in international meetings and exchange visits  | <ul style="list-style-type: none"> <li>- Participation in SFLP organised meetings</li> <li>- Participation in workshops organised by ROPA (Réseau des Organisations Paysannes de l’Afrique de l’Ouest” in 2001, 2002, 2003, 2005 and 2006-12-19</li> <li>- Participation in exchange visit to Ghana</li> <li>- Membership in ROESAO (Réseau des Opérateurs Economiques du Secteur Agroalimentaire de l’Afrique de l’Ouest.</li> <li>- Membership in Maritime Micro Finance</li> </ul>  |

#### D. Conflict management

**In Congo** (Pointe Noire) during the implementation of the community project the Umbrella organisation though still weak managed to unify all factions working and living in the artisanal fisheries port to halt the abuse of the local customs and police force. In the table an

overview is given on the conflicts that the umbrella organisation managed to solve and those which are not yet solved<sup>18</sup>.

Table 21: overview outcomes conflict management in Pointe Noire (Congo)

| Conflicts solved   | Conflicts un resolved   |
|--|---|
| <ul style="list-style-type: none"> <li>- Conflicts between ship owners and crew</li> <li>- Conflicts during loss of nets by industrial vessels</li> <li>- Cases of theft</li> <li>- Disputes between the members of the community and security and migration services</li> <li>- Dispute concerning the artisanal fisheries port location</li> <li>- Conflict concerning the maintenance of the fish market</li> <li>- Access to fish (Beninese fishermen) for Congolese processors</li> <li>- Disputes and arrest of fishermen at sea.</li> </ul> | <ul style="list-style-type: none"> <li>- Non transparency in internal organisational decisions on (i)participation in exchange visit, (ii)discrimination in delivery of information, (iii) marginalisation of Beninese in meetings</li> <li>- Dispute between Chinese fishing vessels and artisanal fisheries</li> <li>- Non respect of rules concerning beach cleaning</li> <li>- Non respect of regulations on wearing of life vests</li> </ul> |

Conflicts between the Beninese and the Congolese community have found often solutions at the level of the community instead of reporting to the police force, but not all conflicts could be managed and there is still an important degree of distrust between members of the two communities.

#### Micro finance component

Outcomes from micro finance have been documented and results are presented in the following tables.

Table 22: Overview outcomes of some micro finance interventions

|  | Projects in Nigeria, Mali, Mauritania, Côte d'Ivoire  | Other community projects  |
|--|---|---|
| Impact of business skills training at individual level                   | <p><b>In Nigeria:</b> there is improved business financing and operation amongst fisher folk. Banking culture has developed and women assisted greatly in the loan recovery and identification of prospective beneficiaries of the loan scheme.</p> <p><b>In Mauritania:</b></p>  | <p><b>In Ghana:</b> 2/20 women obtained a loan from the bank for a total of 26.3 million Cedis<sup>19</sup> this is 17 times the amount individuals received through the community project.</p> <p>The woodlot established as a diversification activity is generating income and three (3) women have established an individual lot.</p> |
| Impact of business skills training and S&C scheme at the community level | <p><b>In Nigeria</b> the local governments are ready to contribute to the expansion of the revolving fund activities:</p> <ul style="list-style-type: none"> <li>- In Cross river state the local government has contributed two times</li> </ul> <p><b>In Mali</b> the fisheries office has contributed to 1/4<sup>th</sup> of the total fund and increased social cohesion lead to a more dynamic group (100% participation of women in meetings), increased economic activity of women resulting in increased income.</p> <p><b>In Côte d'Ivoire:</b> young fishermen participated a bit more in the social activities and the community has reached out to 7 other villages to mobilise funds and membership.</p> | <p><b>In Guinea</b> the group manages a shed with smoking ovens (20 ovens). The use of the ovens has a positive impact on the health of the women.</p> <p><b>In Burkina Faso</b> the trained fishermen and fish processors are better integrated in the local development.</p>  |

<sup>18</sup> Impact study, Nkounkou & Bakala, 2006

<sup>19</sup> 1 US\$ = @@ cedis

*Increased membership and motivation of members*

- In Nigeria the women started their cooperative activities and have now 33 active members. They set up bead stone jewellery production and have a total capital of 104.000 FCFA

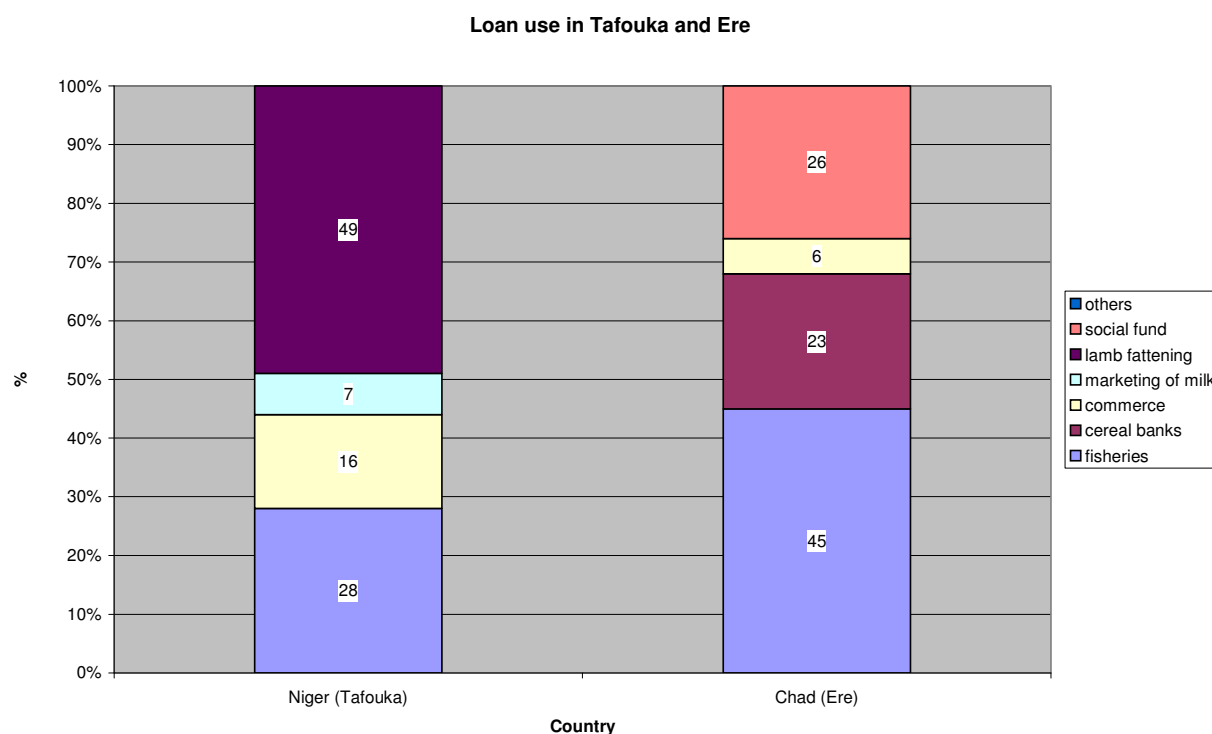
*Increased social cohesion* in the organisations and increased participation of poor members & assistance to poorer groups in the community:

- Practice of providing social loans (Chad)
- Access to boats for 34 poor members (Chad) improving their livelihoods in terms of easier access to fields and higher overall mobility.

*Increase in investments both in fisheries and in income diversification*

Similar funding (see table 23 page 71) and set up, (revolving fund managed by CBO with technical assistance from an MFI) for the Tafouka (Niger) and the Ere (Chad) communities justify a comparison between the results in both communities. The similarities between the two communities are also in terms of vulnerability context and similar activities that were supported in the CP (management of the resource, fish smoking technology, savings and credit management and marketing). The graphs 7, 8 & 9 document the comparison and information from the Pilot project 1<sup>20</sup> has been included for comparison (see graph on overall loan use and differential use by men and women).

Graph 7: Comparison loan use in Tafouka (Niger) and Ere (Chad)



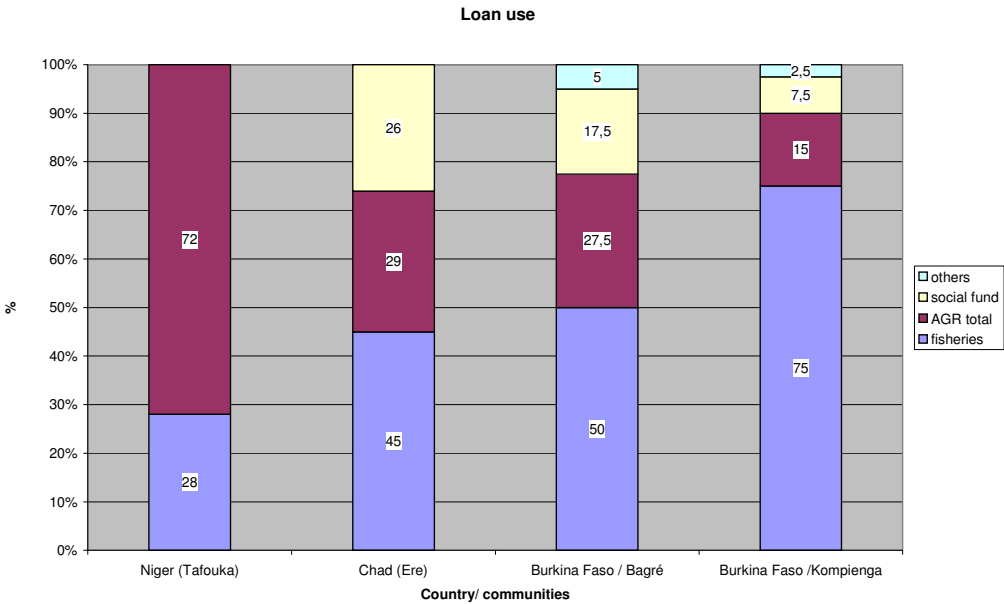
The importance of food security (reduced vulnerability) is important for both Tafouka and Ere community members. Cereal bank loans make up 23% of the loans in Ere. Absent in the loan use in Tafouka is explained by the fact that the federation (union of associations) made

<sup>20</sup> the figures for the Bagré experience were used because of similarities : autochtone population, reduced fish capture and most actors are agro-fishermen

available a facility for cereal banks. In Ere the investments on cereal banks were 67% guaranteed by the women (4 women; 2 men). Another major difference in loan use in Tafouka and Ere occurs on social funds. In Ere the social fund and the cereal bank represent 59% of the loan volume. In Tafouka a gender action plan was implemented and pro poor micro finance(with measures on access to decision making, access to technology and access to fish landed) was executed. It would be recommended to compare the influence this had on the loan decisions at the household level. In the case of Ere the absence of investments in agriculture could be explained by the fact that investments in agriculture are generated by the outcome from fisheries activities. There has overall in Ere be an increase in investment in rice culture.

The loan funds in Tafouka were mainly managed by women and small ruminants and sales of milk are traditional women roles. Livestock diversification in Tafouka has taken 56% of the loans. Ere has a larger part of investments in fisheries and this can be explained by the number of men (48%) who were given loans and by the state of the resource (in Tafouka fisheries is only during 5 months a major activity but is becoming more important by the number of lakes being restocked and exploited). The fact that the state of the resource<sup>21</sup> influences the decision on the loan is confirmed in the following graph where information onn Bagré and Kompienga<sup>22</sup> have been added. A better state of the resource is showing a higher investment in fisheries which gives a higher return on investment compared to other IGA.

Graph 8: Comparison loan use in Niger, Chad and Burkina Faso



The funds available in the Pilot project were more important: Tafouka had a loan fund 37% and Chad 38% of the Bagré fund. The trend, shown by the graph is that social fund and others increase with the higher vulnerability and lower productivity of the lake. The peculiar case of Tafouka (no social fund) has been explained by interpretation of the previous graph and could be linked to the pro poor and gender measures taken.

<sup>21</sup> Chad/ Ere has fishing activities between January and September; Niger (Tafouka) has fishing activities from January to May

<sup>22</sup> Kompienga has a dynamic fisheries and migrants are dominant; source: final report PP1; Konan Angaman

The loan use by men and women has been compared for Chad and Burkina Faso/Bagré (more similar profile see above) and is presented in the following graph. The pattern for men compared to women is similar: men invest more in fisheries, women have more funds invested in diversification (Bagré: + 100%, Ere: + 156%) and both men and women take social loans (slightly higher for women). The pattern for women is different as women in Ere have 33% less investments in fisheries than men. The use of loans is influenced by gender and the state of the resource: women have more responsibilities for diversification and have also more responsibility for reducing vulnerability (mostly linked with social funds). This information should guide efforts on diversification in management plans and in activities oriented to reduce vulnerability, social protection and resilience to food security. How at community level loan use has impacts at household level and could have been influenced by changes in gender issues has been documented in the table 23.

Graph 8: Comparison loan use by men and women in Ere (Chad) and on Bagré lake (Burkina Faso)

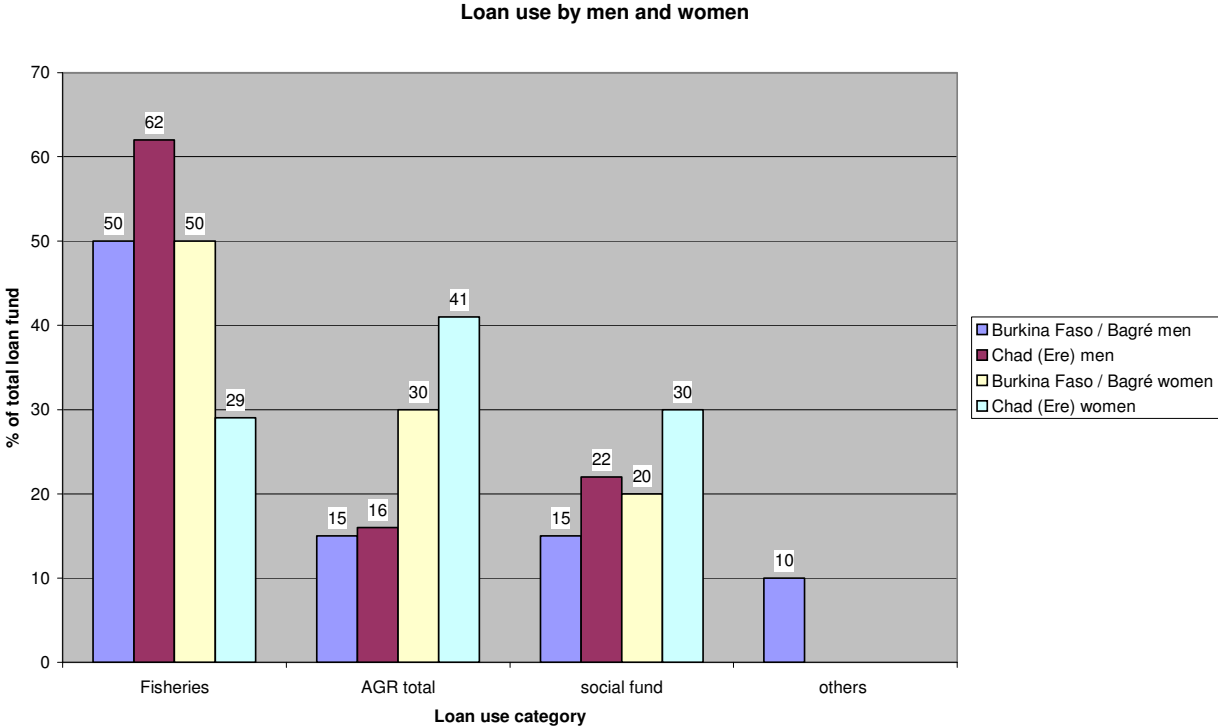


Table 23: Outcomes of CP in Niger, Chad and Cape Verde

| Country           | Impact at community level  | Impact at household level  | Impact on gender issues addressed  |
|-------------------|--|--|--|
| <b>Niger</b>      | <p>Increased social cohesion</p> <ul style="list-style-type: none"> <li>- Different CBOs unified in an umbrella organisation</li> <li>- Election of women in management of the union</li> </ul> <p>Increased capacity to establish partnerships and common vision on pro poor and gender sensitive development of the community</p> <p>Availability of S&amp;C services for fisheries activities and diversification:</p> <p>In Tafouka out of <b>3.800.000 FCFA</b><sup>23</sup> of credit went to:</p> <ul style="list-style-type: none"> <li>- 28% fisheries</li> <li>- 16% commerce</li> <li>- 7% marketing of milk</li> <li>- 49% lamb fattening</li> </ul>   | <p>Improved information on marketing opportunities for smoked fish in the region has increased economic performance</p> <p>Increased benefits from IGA (Hedging of agricultural products and lamb fattening): + 28 up to 50 %.</p> <p>Poorest have received loans for fishing equipment and with efforts on stocking of the lakes there has been increased catches in 2006 which resulted in increased income for fishermen.</p> <p>Women fishmongers got preference access to the fish and together with access to ovens and their credit funds got better income from fish marketing</p> | <p>Increase in number of female CBOs (+ 250%)</p> <p>Women represented in the management of the union</p> <p>100% increase in membership of the women fish mongers cooperative union</p> <p>Men agreed to give women preferential access to the fish catch</p>   |
| <b>Chad</b>       | <p>Poorer members of the community assisted to develop their livelihoods</p> <p>Increased confidence in the leadership</p> <ul style="list-style-type: none"> <li>- good governance of the S&amp;C scheme</li> <li>- 100% reimbursement</li> </ul> <p>Increased agricultural production contributing to food security</p> <p>Use of the credit funds (total fund is <b>3.935.000 FCFA</b>) for a diversity of activities but also for social assistance:</p> <ul style="list-style-type: none"> <li>- 45% fisheries activities (34% of funds to women)</li> <li>- 26% social loans (60% of funds to women)</li> <li>- 23% cereal banks (67% of funds to women)</li> <li>- 6% commerce (100% funds to women)</li> </ul> | <p>Increase in income with 53%</p> <p>Increase in expenditures (n=24) on food, clothing, housing, health and schooling have increased:</p> <ul style="list-style-type: none"> <li>- + 118%/ day (food)</li> <li>- + 35%/month (clothing)</li> <li>- + 65%/ month (housing)</li> <li>- + 100% /month (health)</li> <li>- + 87%/year (schooling)</li> </ul>  | <p>Increased female participation in management: training of women and special attention to their participation in decision making processes lead to two women in management positions (vice president and treasurer)</p> <p>Overall increased satisfaction by both gender on participation in household expenses by men and women</p> |
| <b>Cape Verde</b> | <p>Increased membership of Mora Polar</p> <p>Increased confidence in the leadership and management of the FCC and the credit scheme management</p>   | <p>Credit scheme launched but not yet impact at Household level.</p> <p>Increased deposit in savings accounts due to sensitisation on savings practices.</p>   | <p>Strengthened capacity of women and participation of women in management functions</p>   |

Table 24: Impact reported in Tanji community project<sup>24</sup>:

<sup>23</sup> exchange rate 1 US\$ = @@ FCFA (December 2006)

|   | <b>NACCUG and Natangueh credit union</b>  | <b>Community organisations</b>  | <b>Household</b>  |
|---|---|---|---|
| Policy changes  | <ul style="list-style-type: none"> <li>- Institutionalised stronger partnership network among important stakeholders (other agencies) and NACCUG</li> <li>- Interest for capacity building on gender awareness and technical capacities of the credit union management</li> </ul> | <ol style="list-style-type: none"> <li>1. Changes from individual empowerment towards collective action</li> <li>2. Introducing positive changes in the working relationship between the credit union and the ice plant management</li> <li>3. Interest in NACCUG for group dynamic, gender awareness and management skills for fisher folk groups</li> </ol> | <ul style="list-style-type: none"> <li>- Important social mobilisation</li> </ul>   |
| Capacity building of the actors and NCCU staff <ul style="list-style-type: none"> <li>- The management</li> <li>- The not yet organised groups</li> <li>- Gender trainings</li> </ul> | <ul style="list-style-type: none"> <li>- Increased managerial capacity</li> </ul>   | <ul style="list-style-type: none"> <li>- More economic activities</li> <li>- Better social networks and collaboration between male and female groups with more attention for poor and vulnerable groups</li> </ul>  | <ul style="list-style-type: none"> <li>- Improved social mobilisation and improved social networks</li> <li>- Women manage to influence decision making at household level</li> <li>- Access for poor and vulnerable operators to fish and fish products</li> </ul>   |
| Business skills and diversification activities  | <ul style="list-style-type: none"> <li>- More loans are oriented on business investment</li> <li>- Previous un organised groups are now organised and member of the credit union</li> <li>- Other SPO have also become member of the credit union</li> </ul>                      | <ul style="list-style-type: none"> <li>- More use of loans on business investments (72%)</li> <li>- 11% invested in payment of school fees</li> </ul>   | <ul style="list-style-type: none"> <li>- 10% of the members have diversified into activities out off fisheries</li> <li>- 70% of those which incurred major business losses could recover these losses through continued business with their savings or with a loan.</li> <li>- Increased profit and better decision making in the business issues</li> </ul> |
| Literacy documents  | Increased understanding of the needs of the clients (or potential clients in not yet affiliated groups)   | Newly developed documents are relevant to d Socio Professional groups: fish dryers and fish loaders   | <ul style="list-style-type: none"> <li>- Access of poorer groups to the documents has improved understanding</li> </ul>   |

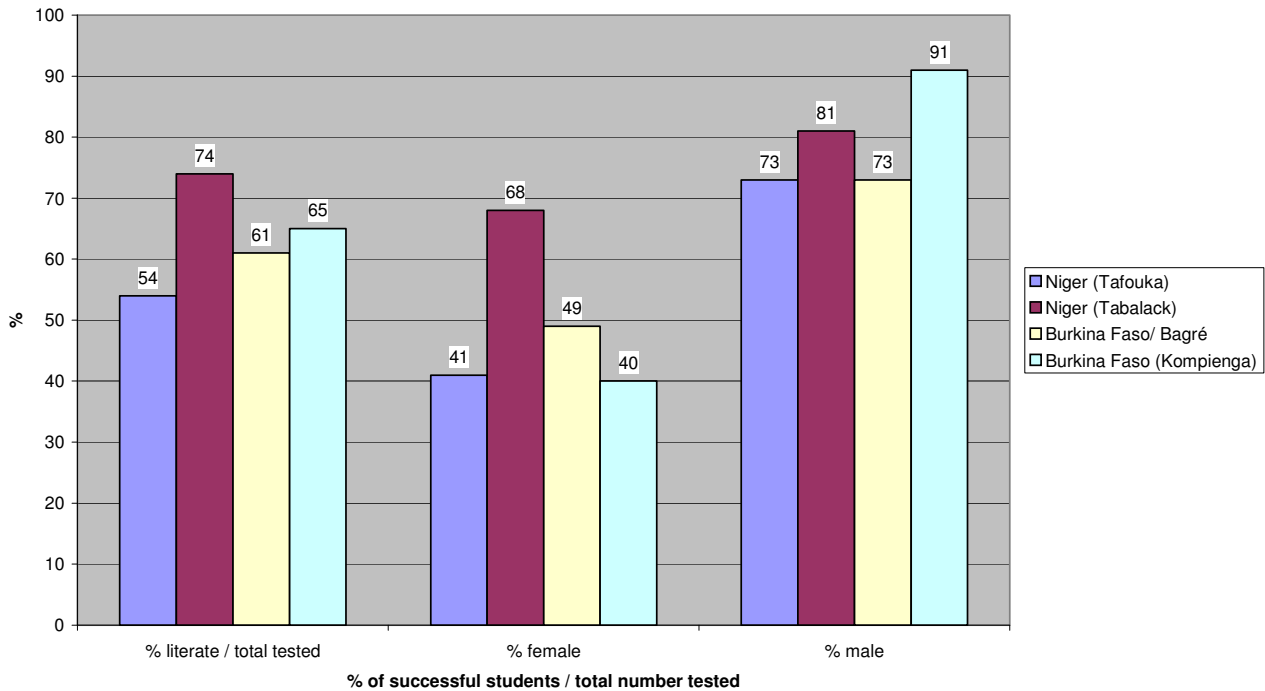
*Literacy training* impact has been documented through a regional study<sup>25</sup> on gender and literacy the results referring to community projects are given hereunder.

Graph 10: Comparison literacy results of literacy classes in Tafouka and Tabalack (Niger) and on Bagré and Kompienga lake in Burkina Faso.

<sup>24</sup> % are in reference to a sample of credit union members interviewed at household level (report Momodou Sowe)

<sup>25</sup> see document prepared on formal and non formal education and poverty reduction in fisheries communities

### Result literacy trainings



The comparison of results is difficult because of differences in pedagogy, in duration and in total funds committed to the activity. Figures on the results of the literacy classes in Burkina Faso and Niger are being visualised in the above graph. Only general trends such as: better results for male students (+ 32% Tafouka, + 13% Tabalack, + 24% Bagré, + 51% Kompienga), higher rates of abandoning the classes amongst women, can be concluded. The impacts of literacy reported in Burkina, Niger, Gambia and Sao Tome and Principe are similar.

**In Burkina Faso**, the impact of the literacy training (the initial course and the advanced course) starts at the landing site by reading the scale. Other applications are holding records on business transactions and loan repayments. Literacy has impact on the access to micro finance and improves loan repayment rates. The literacy training includes debates on medical, hygiene, and dynamics of organisations and citizenship which lead to changes in practice on hygiene and health care. The schooling of children is recognised as important but often other blockages occur at the household level.. The distance to schools remains a blockage and in this context the literacy classes are considered very important for the youth (and recognised as such in the PRSP of Burkina Faso). The most important change observed by women is the increased self esteem, interest in group activities promoting access to information and participation in decision making processes. The co-management process and the decentralisation have a real interest in literacy training as it makes participation more efficient and effective and reduces opportunity for elite capture.

**In Niger**, literacy training (initial training and complementary course) has improved business performance, use of weighing scale, and use of conservation technology. At the same time, it has increased knowledge on water born diseases which impacts on the family health and led to an increase in consultation of the health centre. At the household level there is an improved relationship between men and women and more concertation in decision making. At the CBO

level there is better governance (observed by the members), improved management of loans and increased capacity to develop action plans and to mobilise internal and external funding.

**In Gambia**, literacy impacts on the capacity to approach government services and micro finance institutions. Literacy improves self esteem and the autonomy in communication and management of the business. Literate parents send more children to school.

**In Sao Tome and Principe**, 28 men and 62 women have gone through literacy classes. The impact of the literacy is seen in increased motivation and participation in other trainings and meetings, easier access to micro finance and opening of a bank account, better management of the (i) equipment (freezers), (ii) business and (iii) marketing. Children have been registered in the national birth register. The National Coordination unit has obtained from the Ministry that literacy trainings will be continued and new centres will be opened in fisheries communities.

**In Congo (Makotipoko)**, through the capacity building of the CBOs and the Union there is more interest to participate in the School Committee and to influence the quality of the education.

Common to all countries where literacy was supported are the following impacts:

*Improved functioning of CBO*

- Organisation level: (i) taking notes during meetings, (ii) contacts between members of the organisations and the leaders are improved because of perceived better governance, (iii) increased capacity to manage credits at the group level (iv) elaboration of action plans and increased competence in mobilising internal and external funding

*Improved degree of information and dynamism*

- Individual and household level: (i) open mind & more dynamic involvement, (ii) recognition of the importance of education for the children, (iii) reading documents and newspapers, (iv) improved relations between women and men, and more concertation and participation in decision making, (v) women are more independent and have a higher autonomy and (vi) increase in medical consultations.

Mechanisms for prevention of exclusion and addressing gender concerns have led to the following impact:

- *Reduced vulnerability* (Niger)
  - Permanent nature of access to credit and the access to services offered by the federation of Dadinkankara (technical support and input supply)
  - Increased income through lamb fattening and hedging of rice: (difference in price of sales) of 28% up to 50%
  - The production capacity of the tree nursery is up to 50.000 trees. Sales in 2001 and 2003 have generated 1.134.150 FCFA
  - Availability of funds for setting up grain banks
  - Increased access to credit for poor households with increase of IGAs
- *Increased awareness on environmental degradation* and measures taken to protect the water bodies (Niger)
- *Higher return on investments* due to better management practices (professional approach to business activities and technical skills in agriculture, livestock, and forestry) and increased respect of reimbursement of credits.

- *Increased social cohesion and better economic growth environment* has occurred in all of the countries and reported impacts support presented in table 25 support this.

Table 25: Overview impact of projects addressing in equities

| <b>Country</b>      | <b>Reported impact</b>   |
|---------------------|--|
| <b>Congo</b>        | <ul style="list-style-type: none"> <li>- Increased participation of women in SPO (54% female members, 46% male members)</li> <li>- Increased participation of women in decision making processes: (36 % female members of the umbrella organisation)</li> <li>- Improved recognition of the fisheries sector and male and female actors</li> <li>- Increased mutual respect at the household level</li> <li>- Improved management of IGA</li> <li>- Increased awareness to give women more responsibilities in the organisations</li> <li>- Improved access to credit for all actors</li> </ul>  |
| <b>Niger</b>        | <ul style="list-style-type: none"> <li>- Increased female membership in the cooperatives</li> <li>- Effective participation of women in the management and decision making</li> <li>- Better positioning of women in terms of marketing due to increased access to ovens (increased profits up to 33%), to fish (priority given to women): in agreement with the men all female fishmongers have obtained an Altona smoking oven.</li> <li>- Reduced workload for women: men agreed to assist the women with transport of wood.</li> <li>- Increased participation of women in groups (4 new groups started)</li> <li>- All women groups have had access to credit (female beneficiaries: 87%)</li> </ul>  |
| <b>Gambia</b>       | <ul style="list-style-type: none"> <li>- Social empowerment of fish un loaders and fish dryers, existence of their organisations and participation in meetings, adhered to the cooperative union.</li> <li>- Their inclusion was taken up by the PP3 and the fish un loaders, fish dryers are recognised and part of the national post harvest sector forum.</li> <li>- Increased awareness at macro and meso level to develop more inclusive policies for micro finance and for access to the fisheries service centre.</li> <li>- Improved bargaining capacity of women and improved gender relations through trainings and dialogue started on equal access for men and women to services and to fish, land and water.</li> <li>- Increased access for the poor to fish products</li> </ul> |
| <b>Burkina Faso</b> | <ul style="list-style-type: none"> <li>- More respect and mutual recognition between fishmongers, fishermen and women processors</li> <li>- Reduced workload for women, resulting in higher degree of participation in meetings</li> <li>- Better appreciation by men of women's participation in groups</li> <li>- Increased mobility of women</li> <li>- Increased access to credit and control and decision over some resources</li> <li>- Increased participation of poor group members in trainings</li> <li>- Improved sharing of information</li> </ul>   |

## 2.2.5 Summary table 26

| How tackled   | Main challenges  | How overcome  | Key lessons learned   | Options for follow up   |
|---|--|---|---|---|
| <b>Capacity building</b>  |  |   |   |   |
| <ul style="list-style-type: none"> <li>- Development of a gender analysis tool and methodology</li> <li>- Capacity building to accompany (i) the co management process, (ii) the management of infrastructure, (iii) the participation in local development and establishment of partnerships</li> <li>- Organisation development training (NGOs, fisheries organisations and fisheries administration)</li> <li>- Development of a SLA training curriculum for fisheries colleges</li> <li>- Study of the vicious circle of illiteracy in fisheries</li> </ul> | <ul style="list-style-type: none"> <li>- Practices of good governance in different organisations</li> <li>- Equity in participation overall and specific in decision making</li> <li>- Access to information for all</li> <li>- Finance non formal education and adapting literacy to the needs and characteristics of the fisheries sector</li> </ul> | <ul style="list-style-type: none"> <li>- Analysis of training needs followed by a training process for participation in the co management process</li> <li>- Assistance to social dialogue to accompany the execution of gender action plans</li> <li>- Integration of gender concerns in the Organisation development process</li> <li>- Assistance to social communication and other initiatives to improve the circulation of information in the community and between CBOs and umbrella organisations</li> <li>- Micro –macro linkages established to improve access to non formal education</li> </ul> | <ul style="list-style-type: none"> <li>- The participation of the fisheries administration (meso and macro level) has made it possible that lessons learned from the community projects were integrated in PIPs in : (i) the national strategy for the development of fisheries and aquaculture (Niger) , (ii) the fisheries component of IFAD projects (DRC) ; (iii) the development of pro poor micro finance (Chad)</li> <li>- There is no all purpose reply on capacity building needs and each co management process is to be adapted to its socio, cultural, economic and political context.</li> <li>- HIV/AIDS can be a threat to the sustainability of the membership and of the HR capacity at the management level of SPO. More attention should be paid to the training of “substitutes”.</li> <li>- Creating a sound base for participation in the management of NR, infrastructure and in local development, requires equitable representation of the different professions and socio economic groups in the umbrella organisation. Ensure social dialogue and good information sharing can contribute to the process.</li> </ul> | <ul style="list-style-type: none"> <li>+ Continue the support to PIP processes in education, micro finance and organisation development</li> <li>+ Monitor and evaluate the OD processes in different contexts and elaborate a training guide for meso level stakeholders.</li> <li>+ Continue support to pro poor development and focus on increase of social cohesion and reduction of exclusion (pro poor micro finance, integration of poor in decision making processes, diversification).</li> <li>+ Train meso and macro level actors on gender and social dialogue</li> </ul> |
| <b>Micro finance</b>  |  |   |   |   |
| <ul style="list-style-type: none"> <li>- Analysis of gender issues in micro finance</li> <li>- Organisation of national concertation platforms and the establishment of strategic partnerships in micro finance interventions in fisheries</li> </ul>   | <ul style="list-style-type: none"> <li>- Improve access for rural fisheries communities to micro finance services</li> <li>- Increase strategic partnerships to support pro poor and gender sensitive micro finance services</li> <li>- Reduce exclusion</li> </ul>  | <ul style="list-style-type: none"> <li>- Inform micro finance institutions on the fisheries sector (actors, resource)</li> <li>- Assist a social dialogue to improve gender relations in access to the resources and services</li> </ul>  | <ul style="list-style-type: none"> <li>- MFI need more documentation on the specificities of the different actors involved in fisheries, the state of the resource and the risks of the different fishing activities to be able to get involved in the sector and to be able to develop the products needed by the fisheries sector.</li> <li>- A pro poor micro finance policy and set up,</li> </ul>  | <ul style="list-style-type: none"> <li>+ Continue monitoring of the impacts of pro poor and gender sensitive micro finance (household level and CBO level)</li> <li>+ Strengthen the concertation platforms and assist establishment of strategic partnerships</li> <li>+ Continue support on PIPs in the micro finance sector in Niger and Chad</li> </ul>   |

| How tackled  | Main challenges  | How overcome  | Key lessons learned  | Options for follow up  |
|--|--|---|--|--|
| <ul style="list-style-type: none"> <li>- Contribution to the SEAGA micro finance manual</li> <li>- Training on business skills and enterprise development</li> </ul>                       |  | <ul style="list-style-type: none"> <li>- Establish partnerships between MFI and education initiatives</li> <li>- Assist not yet organised groups to organise and strengthen capacity</li> </ul>   | <ul style="list-style-type: none"> <li>with involvement of different socio economic groups and gender equity in the management is increasing the financial performance of the MFI.</li> <li>- There is a need for in-depth analysis of the clients in every specific context. It is impossible to generalise an income analysis and information on practical and strategic interests of the different socio professional categories. Women and men will give a clear indication on how micro finance can intervene and contribute to reduce inequities.</li> </ul> |  |
| Enhancement of social services   |  |   |  |  |
| <ul style="list-style-type: none"> <li>- Accompany the negotiation of partnerships</li> <li>- Increase social cohesion and develop participatory processes to reduce inequities</li> </ul> | <ul style="list-style-type: none"> <li>- Accompany OD processes to reduce elite capture and exclusion</li> </ul> | <ul style="list-style-type: none"> <li>- Training and practical application of new ways of working : OD process &amp; Gender analysis and action planning</li> <li>- Production of a manual on the decentralisation process and the fisheries sector</li> </ul> | <ul style="list-style-type: none"> <li>- Capacity building for meso and macro level actors is crucial for them to be able to efficiently contribute to gender mainstreaming and to assist the integration of fisheries communities in the local development.</li> <li>- Local partners executing projects addressing gender concerns and prevention of exclusion needed assistance from specialists in OD, social dialogue, and gender. These projects contributed more to empowerment and ownership.</li> </ul>   | <ul style="list-style-type: none"> <li>+ Continue and increase efforts on capacity building on gender, conflict management and monitoring of social cohesion for meso level stakeholders.</li> <li>+ Train members of fisheries umbrella organisations on participation in the decentralisation process</li> </ul> |

## 2.2.6 Lessons learned theme 2: Integration of fisheries communities in local development<sup>26</sup>

### Induce change in the community

- Motivation of group membership must be linked to shared problems and opportunities for solutions within the group context and group dynamic. The motivation of access to credit will stay an individual need and will not necessarily be a base for group dynamic and strengthening of the organisation. Both in Niger and in Nigeria the revolving funds given to the groups at the start of the community project caused serious disruptions. Revolving funds without professional assistance on management, initiated conflicts. The association with professional MFI has restored confidence and through trainings, clear policy and procedures healthy management practices have now been initiated. [CB]
- Sustainable development and involvement in local development of fisheries socio professional organisations needs to be based on a sound group dynamic that provides answers to the problems affecting the professional and social life of the fisherfolk. External donor assistance should avoid creating “un enthousiasme trompeur”. [LD] Organisation development needs long term commitment of the local trainers (NGO, administration, co-management committee and village development committees) which implies substantial funding guarantee by the administration. [CoM]
- Exchange can enhance new social dynamics and they have proven to be very efficient and increased the impact of trainings. [CB]
- There is no all purpose reply on needs for capacity building and each co management process is to be adapted to its context (socio, cultural, economic and political). [CoM]
- Analysis of the social context and the nature of conflicts provide crucial information for preparing training on good governance and transparency. These trainings will together with local development initiatives lay the basis and motivation for sustainable involvement of the communities and the different factions, in the co management process. [CoM]
- Capacity building and organisation development in the context of participation in a co management process should take the following issues into account:
  - Existing groups do not always represent all stakeholders (in the co management process).
  - Information flow is an important cause of elite capture, exclusion and a major gender concern.
  - Strengthen existing mechanisms of conflict management
  - Representativeness of different groups of stakeholders in the process will need more than training. An accompaniment of the process by an outsider (resource person) can be crucial if the management of the resource is subject to conflicts.
- Meso and macro level actors participation is crucial for the process. Secure access to the resource should contribute to both (i) poverty reduction and (ii) economic growth objectives as set by the government. [CoM]
- Mobilising fisheries organisations to participate in the management of infrastructure that is of direct impact on their economy is not difficult. Identification of all stakeholders and going through a collective process of identifying a common vision for the management and development is important for the sustainability. The organisations are in this context motivated to search for sustainable funding mechanisms and develop initiatives and partnerships.[IM]

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<sup>26</sup> CB = capacity building; LD = local development; CoM= capacity building for participation in co-management; IM = infrastructure management; RF MF= Revolving fund assisted by Micro finance institution; MFI= Micro finance institution; CM= Conflict management

- Good leadership chosen on the base of their management and leadership skills has contributed to the success of the management of the infrastructure in Cape Verde. Good services and management have influenced the enthusiasm of the members who attend the meetings better and share the vision of expanding the services and increasing the capacity of ice production. [IM]
- A revolving fund to be successful needs clear policy and structure and commitment beyond the community project from local authorities and the accompanying agencies. [RF MF]

### Federations

- The main issues for members of the SPO are their professional development, security, solidarity and mutual aid. These themes are reflected in the local names given to the different organisations. The organisation development should strengthen the professional development. When strong enough grass root organisations are formed, umbrella organisations can be formed. Without establishing first a solid grass root base, umbrella organisations have shown to be easily used by politicians, by administration and are led by personal interests of the local elite. [LD]
- Creating a sound base for participation in fisheries management, local development and management of infrastructure needs an equitable representation of the different professions and socio economic groups in the umbrella organisation (socio professional categories of women and men). Ensure social dialogue and good information sharing can contribute to the process. [LD]
- Roles of the umbrella organisation as defined by the SPO can orient the administration on training needs and priority actions to take to motivate fisher folks to be involved (all groups in fisheries) in sustainable management. [LD]
- In Congo a well organised action on defending the interests of the fisher folks in a conflict has contributed to increased esteem of stakeholders for the Umbrella organisation. Fisher folks have recognised the need of having an umbrella organisation. Leaders of umbrella organisations should have the necessary<sup>27</sup> training and skills acquired. Professional OD consultants and specialists in conflict management can provide this training and accompaniment. [LD]

### Micro finance contribution to pro poor growth

- The use of the credits was diverse and influenced mainly by gender issues, seasonality and the state of the resources. [MFI]
- None of the micro finance institutions that participated in the study dispose of gender disaggregated and specifications on poverty status of clients. [MFI]
- The short duration of community projects and the lack of regular follow up created an environment leading to poor reimbursement rates. In some CBOs this has led to conflicts and negative overall impacts of the community projects as the funds provided through community projects are limited and often need decisions within the group on who will benefit first. Some groups don't have the required cohesion to go through this exercise. [RF MF]
- Most of the projects revolving fund activities did not practice savings before lending contrary to the practice in most banks and MFIs which leads to poor connectiveness and preparation for access to S&C schemes with MFI. The recovery rates and the documentation on revolving funds are often very poor. This is partly due to high illiteracy

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<sup>27</sup> See also lessons learned on conflict management: training needs are related to lobbying, understanding of the decentralisation process, conflict mediation, gender and social dialogue and communication.

rates and poor preparedness for record keeping and administration of the revolving funds by the accompanying agent. [RF MF]

- Working with MFI is advantageous as it creates a clear & common understanding of procedures and policies which in turn guarantee & guide reimbursement through professional follow up.[MFI]
- SFLP has committed more funds through Micro finance institutions. Micro finance institutions have mobilised savings and the total fund available to the beneficiaries and the total number of beneficiaries is more important (see graphs page 48).[MFI]
- The experiences on adoption of products to the fisheries sector provide lessons learned that can be used by the fisheries department for lobbying with national institutions to obtain new investments in the fisheries (respecting CCRF and fisheries management plans). .[MFI]
- MFI need more documentation on the specificities of the different actors involved in fisheries, their income and savings capacity and the state of the resource and the risks of the different fishing activities to be able to convince their management to get involved in the sector and to be able to develop the products needed by the fisheries sector. Advice and close collaboration with the CBO leadership, who are as well active in the sector, can be a way of organising internal control on reimbursement of the loans. .[MFI]
- A pro poor micro finance policy implemented by the micro finance institution (and supported by strategic partnerships; see Niger, Gambia), with involvement of different socio economic groups and gender equity in the management (of the MFI, of the service centre and the CBO) has increased the financial performance of the MFI. [MFI]
- There is need for in-depth analysis in every specific context. It is impossible to generalise an income analysis and information on practical and strategic interests of the different socio professional categories. Women and men will give a clear indication on how micro finance can intervene and contribute to reduce inequities. The micro finance institution can develop services of savings and credit on the base of the above collected information and it will improve their performance. [MFI]

### Social cohesion and empowerment processes

#### *Social dialogue*

- Social dialogue between/and at the level of CBOs can [because of its impact on equity, reduction and prevention of conflicts] be considered as an important element in the OD approach and a pre requisite to (i) improve social cohesion, (ii) discuss at the community level exclusion mechanisms and (iii) negotiate changes and delegation of power. [CB]
- Conflict management and social dialogue skills are essential issues in the capacity building of SPO and Umbrella organisations.[CM]
- Natural resource management processes should at the start have the necessary socio-anthropologic information on the nature of tensions and conflicts. Professionals should accompany the process and integrate social communication and social dialogue as part of the process. .[CM]

#### *Empowerment*

- Empowerment of women is essential to improve social cohesion and to guarantee effective participation. [CB]
- Special attention to gender (leading to social, economic and political empowerment) has made it possible that women are better represented and active in the management committees of the associations, the federation and in Tafouka (Niger) in the council of the elders. [CB]

- Literacy can catalyse the development process. The fisheries department should support actively literacy initiatives for the sector. Literacy will increase, in the process to involve fisheries organisations in management, the overall transparency and good governance (high rates of illiteracy increase risks for elite capture) and to achieve equity in access to services of capture and post harvest stakeholders of different socio economic categories.[IM]
- Women have an clear interest in infrastructure management and reduction of blocages for effective participation of women has led to higher attendance to meetings which in turn has influenced decision making.[IM]
- Gender analysis should inform the management of infrastructure on gender concerns. The gender concerns that can be addressed and don't harm the economic performance of the infrastructure should be taken into account. Gender concerns with an impact on the economic performance could be lifted by supplementary capacity building, social dialogue processes and empowerment activities for the most vulnerable groups. .[IM]
- HIV/AIDS can be a threat to the sustainability of the membership and of the capacity at the management level and more attention should be paid to the training of "substitutes". .[IM]
- A co-management process applied to the establishment of partnerships in an urban context can be successful but a good facilitator needs to be available (permanently available) to give the necessary follow up assistance at the start of the process. Stakeholders in an urban setting are not used to this approach which makes the role of the facilitator important at the start. .[IM]
- Access to information is crucial and I/C initiatives should be from the start part of the co management process this will assist equity in information sharing amongst stakeholder.[CM]

#### Relation between fisheries communities and other actors

- Professional and business oriented training of the management team is needed but mostly not available at the NGO level. Private public partnership in terms of training and funding could be the option to follow. .[IM]
- Decentralisation processes are not understood automatically by leaders of umbrella organisations. Integration in local development and building relationships with the different institutions is a main challenge. Training and assistance specific on this subject should be provided to leaders of SPO and Umbrella organisations. [LD]
- Liasing with the local authorities or with a bank institution may lead to more respect for the reimbursement plan, but not necessarily so. [RF MF]
- There is no guarantee for success by working with the administration or NGOs (follow up by fisheries administration will depend on the existing relationship). Working with NGOs, using a participatory approach and experienced in capacity building, can improve relationships between the fisheries community and other stakeholders. [RF MF]
- The outcome of the concertation platform in Benin documents that it is possible to establish strategic partnerships in support to a pro poor micro finance intervention: in Benin decision makers in micro finance, in fisheries, in the Ministry of Family, Social protection and Solidarity and an NGO confirmed that they can contribute within their mandate. The Fisheries department can orient their interventions on reduction of vulnerability of the communities with measures to promote responsible fisheries and to assist with techniques for diversification and promotion of aquaculture and diversification out of fisheries. Social exclusion, social cohesion and conflict management can be assisted by the Ministry of Family, Social protection and Solidarity through training of trainers on credit, management of IGA, literacy, women's rights and community development. [MFI]

### Regional dimension and process implementation

A number of activities were oriented to sharing lessons learned. These activities are presented hereunder.

- Cluster training on OD gave the opportunity for Congo, Gabon and DRC to learn from the practical ongoing work in Congo but as well from the experiences in Cameroon.
- Exchange of expertise on umbrella organisations and SPO during the exchange visits between Congo, DRC, Chad and Benin (2003), and Sao Tome and Príncipe and Congo (2005).
- Exchange of mails between Congo and DRC, Senegal, Gabon and Cameroon concerning OD and bye laws and internal regulations for umbrella organisations.
- OD training and expertise were used in the PP2 and PP3 projects
- The results of the gender and credit study and the ongoing work in the Tanji community was applied to other community service centres and the experience of the Natangueh credit union was used by the PP3 (memorandum of understanding was signed with the National Credit Union). The experience of Tanji was presented at the exchange workshop held in Dakar. The 25 partner countries and as the Tanji project was co funded by the LSP–LDED sub group (FAO HQ) on pro poor micro finance policies and livelihoods and enterprise development trainings. The NACCUG management participated in an exchange workshop organised by LSP-LDED in Zambia (Africa LDED activities).
- Pro poor and gender sensitive access to infrastructure could be documented and shared with other countries This has not yet been done but is a request received by a number of NCU and other projects funded by other donors: in Benin the SPF project would like to inspire the management of the landing and quality control on the model of The Gambia. In Gabon, Chad and Nigeria expressed interest in lessons learned on management.
- In Chad, APIBASE (NGO and MFI) was recruited by the Pilot project to set up the community S&C schemes in its intervention zone.
- Exchange visits on micro finance between Chad/Benin and between Cape Verde/Senegal were funded.

Lessons learned on the process are:

1. There is a need to include capacity building on (i) conflict management, (ii) understanding of the decentralisation process, (iii) mechanisms to enhance integration in local development, (iv) strategies to reduce impact of HIV/AIDS on membership and OD and (v) lobbying skills for members of the umbrella organisations and the meso and macro level stakeholders. Political willingness to be involved (give in on power and its implications) in the process does not mean that there is no knowledge gap to be filled.

#### **Good practices:**

- Development of a training manual on decentralisation
- Conflict management training modules that are (or will become available) through the LSP
- Impact evaluations of (i) the umbrella organisation in Congo, Benin, (ii) the projects on co-management in Cameroon, (iii) the gender action plan in Burkina Faso and (iv) on management of infrastructure in Cape Verde have documented gaps in the capacity building. The lessons learned from these projects should be used to orient future interventions
- Auto evaluation method for capacity building of umbrella organisations
- Training of macro level administrators on co-management

2. Co-management and organisation development are processes that need a long term commitment. Committed NGOs that accepted to work beyond the contract base of the community projects and which had longer term interest in the community development made capacity building successful. These NGOs were motivated to participate in community projects because of the opportunities to participate in exchange visits and in studies which gave them access to new methodologies and approaches. The fisheries administration and donors should be available for long term funding of the processes (6 to 12 years) to achieve sustainability.

**Good practices**

- Projects for co management capacity building have been developed in Cameroon and submitted for HIPC funds eligibility. Similar initiatives are undertaken in Niger.
- Association with MFI who often manage several donor funds and proper funds simultaneously, makes the activity profitable as the scale of operation permits to pay fixed costs associated with the management of a S&C scheme (minimum credit and savings volume; economic feasibility paradigm for micro finance institutions). In many countries MFI are assisted (training and control, analysis of economic performance) by their professional organisation and are subject to government control, which limit risks for the clients.

3. Projects with mechanisms for prevention of exclusion and for addressing gender concerns are more difficult for local partners to execute but with assistance from resource persons specialised in OD (social dialogue) and gender these projects have obtained more empowerment, local dynamic and ownership.

**Good practices:**

- Organisation of OD analysis and training on OD for NCU and partners
- On the job training on gender concerns for partners and meso and macro level actors

4. Monitoring of social cohesion in the process of capacity building can strengthen partners capacity to adjust their interventions and trainings and to have more impact on “inclusive” integration of fisheries communities in local development. Though in some of the protocols such indicators were included, overall few of the partners have effectively done monitoring. During institutional support activities (OD analysis, training and analysis of diversification) the aspects of inclusive development was brought up. There is still a need to understand how monitoring of social cohesion can become a current practice.

**Good practices:**

- Explicit references to differences between groups and gender concerns in the project protocols.
- Developing in a participatory way a gender strategy has helped the partners to understand better the gender concepts and the practical implications during their project execution. Reflecting and analysing step wise the situation prevailing in diversification, in participation in decision making etc., has enabled partners to look at their activities through a gender lens.
- Developing in a participatory way with partners and the community an understanding on vulnerability, exclusion and how diversification could contribute to reduction of the vulnerability of the community and its poorest members strengthens the social cohesion and the social dialogue within the community. It has as a process, enhanced ownership of the project.

## 2.3 Market access and improvements in post harvest (theme 3)

### 2.3.1 Development constraints to be addressed

There is huge potential to reduce poverty within fishing communities through improvements in market access and marketing. Many of the community projects specifically targeted post-harvest issues and a number of key lessons were learned.

25 projects were conducted under this theme. 64% of these projects have established partnerships and partners will continue their activities. A total of 53 CBOs and 4 umbrella organisations were involved. 16% of the projects had no partnerships.

Despite the successes in these community projects, one of the main findings was related to the major challenges that remain in the post harvest sector and need to be addressed for future poverty reduction within the fisheries sector in developing countries. The sector has not been visible in national policies and has suffered from under investment and neglect in terms of participation of its actors in the debates on management of the resources and the economy of the sector. The sector is undergoing important influences from changes (i) in climate, (ii) in globalisation of markets, (iii) in fish resource management (protection and conservation, co-management) and in use of new information technologies.

The post harvest actors are not a homogenous group. They have different needs and interests which need to be understood by decision makers. The necessary information on these different actors should be made available to inform decisions taken on the sector's development. Such information could be provided by post harvest profiles (see PP3) and in depth gender analysis.

In 2003, SFLP developed a gender toolkit and studied in depth the gender relations and the gender concerns. Gender case studies were conducted in Angolares (STP), Moree (Ghana), Tafouka (Niger), Tanji (Gambia) and Agbodjédo (Benin). The studies documented challenges and inequity issues in fisheries concerning different socio professional groups in the post harvest sector. Another study addressed gender issues in financing of fisheries. This study covered micro, meso and macro stakeholders and analysed opportunities for strategic partnerships for pro poor and gender sensitive micro finance for the fisheries sector. The literacy study aimed at a better understanding of the links between poverty, gender and illiteracy in the sector.

In Benin gender issues in training on hygiene and quality control were studied and used to orient the trainers and the set up of control of quality at the community level.

In collaboration with IDDRA a study on the Lake Chad Basin fisheries, documented the post harvest sector and the value added that is generated. The study documented the relationships within the sector and identified opportunities to improve policies and institutions.

In Congo and Gabon a research institute and specialised NGOs were involved in the development of the post harvest marketing opportunities. In Gabon a new methodology to do participatory development of marketing opportunities was used to study the prevailing situation and to develop CBO marketing action plans.

Marketing aspects were subject to very few community projects. In Niger, Gabon, Chad, Nigeria, Sao Tome and Principe and in Congo marketing aspects addressed were (i) improving the quality of products, to obtain a better price, (ii) efficiency and time used for marketing products, (iii) bulk buying, (iv) stocking processed products, (v) access to market and price information, (vi) transport and (vii) new market-product combinations.

### 2.3.2 Aim of the CP & IS projects

This theme covers the strengthening of post harvest organisations and addresses post harvest issues. Post harvest community projects often work with female groups because women, in most of the countries, outnumber men in post harvest activities. Community projects that started before 2003 did not address gender relations and often worked with processors only.

The following questions were to be answered through the process interventions:

- How are the post harvest actors interacting and how is the chain organised?
- How do post harvest actors improve their businesses? What has an impact on their income and value added (communication, access to infrastructure)?
- Which markets do the post harvest operators use? Is there a conflict between the export and domestic market?

### 2.3.3 Activities/inputs

#### Post harvest technology

##### *Solar drying*

In Congo and Sao Tome solar drying technology was promoted. **In Sao Tome** the technology has shown good impact on the income of the processors. The product is of a higher quality and appreciated by the clients. The processor spent less time on the activity and, in the case of Angolares, provided time for women to participate in community activities, literacy training and to spend more time with the children. The promotion of the solar dryers is supported by a local NGO. The NGO introduced the solar dryer after a period of action research and testing of the technology. The beneficiaries have to make an initial saving before receiving a “technology credit” and a minimum number of members of a group have to be registered for a credit in order to make training and future interactions with the NGO sustainable.

**In Congo**, the technology was promoted first by PAIPOD and later in collaboration with IRD. The need for participatory research and study of all aspects of the working conditions of the different groups, became clear when the PAIPOD promoted model showed its limitations in terms of (i) investment cost, (ii) adaptability to the working environment of the fish dryers, (iii) traditional way of handling fish by the women and (iv) the size of the dryer and the volume of fish some women buy and process. The NCU introduced another model (exchange visit with STP gave way to modifications to the model), that was cheaper. However the plastic sheets used to construct the solar dryer are difficult to find in the market and this limits its replication.

##### *Salting and drying technology*

In Gambia, Congo, Gabon and CAR, socio professional groups drying and salting fish were assisted. In Congo, Gabon and CAR salting and drying is a technology used on certain fish species.

In Gambia salting and drying fish is done by a group of actors characterised by poverty and marginalised access to fish landed. The product has a well established market segment and the prices of the product combined with the possibility to stocking processed fish makes it possible to adjust sales to the prevailing offer and demand.

The promotion of the technology and the practice was attractive for poverty reduction and generating wealth.

**In Gambia**, Tanji, the fish dryers had little space available in the processing area and the infrastructure was of poor quality. Joint with efforts to organise the fish dryers into socio professional groups and to develop interest with them to participate in the S&C union the NCU assisted to access poverty reduction funding (HIPC funds) to renew and increase the drying infrastructure. Aspects on value chain have not been addressed.

**In Congo and CAR** the project provided technical training on salting and drying techniques and on processing hygiene.

**In Gabon**, Ebel Abanaga, the salting and drying of “*Heterotis niloticus*” is part of a marketing action plan. The product is produced (catch and processing) in different locations by members of the association. The production is collected and marketing is done through the association. The market outlets have been selected based on criteria of what the producers and the people involved in services and in marketing conceived as feasible linkages where different stakeholders can guarantee quality, quantity, timely delivery and price.

#### *Smoking technology*

Support to processors involved construction of infrastructure, training and demonstration on Chorkor smoking technology. The technology of Altona ovens was adopted in Niger.

**In Guinea, Cameroon, Benin and Nigeria** smoking ovens were constructed for women’s groups, cooperative unions and CBO who, on a hiring base, made the infrastructure available to other women. **In Nigeria** the cooperative union started a collective marketing initiative and pays a team of workers who are processing fish supplied by members for marketing through the cooperative union.

**In Chad, Niger and Nigeria** a credit scheme provided loans for other women to replicate the demonstration Chorkor and Altona oven. Both credit schemes started as a revolving fund but now the communities and groups have access to an MFI or bank on a permanent base.

In Tafouka, **Niger**, the fisheries communities preferred the Altona oven which suited better the volume of fish smoked and the need to store the products under conditions that can maintain its quality.

**In Gabon**, Milembié, the demonstration ovens were built on the landing site. The women did not agree on the procedures for individuals to use the ovens and since no funds for construction of individual ovens were available the technology has had no effect. The choice of smoking technology had also few links with the marketing practices (including as well fishing technology and type of landed fish) as most of the fish is evacuated by fishmongers from Libreville.

### *Conservation technology*

Fresh fish marketing, in all situations, gave access to better prices. Cold storage and access to ice are in most fishing communities the priority of processors. However, none of the community projects that provided conservation facilities have worked with the fishermen (cold chain should start with the fishermen).

Fishing techniques, boats and funding mechanisms are not always contributing to equity in access and successful use of the technology.

**In Cape Verde**, fishermen with larger boats are buying ice which improved quality of fish landed and increased the efficiency of fishing activities (could stay longer at sea).

**In Gambia**, the access to ice, cold store, transport and credit facilities were benefiting mostly the male fish mongers and boat owners who were collaborating and had a well established solidarity system. Female fishmongers and smokers and poor fish processors have difficulties to access fish during the low season.

**In STP, Nigeria (Llah) and Mauritania**, deep freezers and insulated boxes were provided and made it possible that fish was stored overnight. The availability of this equipment made marketing arrangements more efficient and less time consuming. This resulted in higher incomes (reduced losses and higher prices because of higher quality).

**In Cameroon (Garoua), Cape Verde (Pedra Badejo) and Niger (Niamey)** the availability of ice, insulated boxes and deep freezers made fish mongers less vulnerable as fish not sold at the end of the market day, could be properly conserved.

### *Organisation and hygiene*

**In Chad** (Daban Massara and Baga), telecom services were opened to the area. This made it possible to be informed on prices and easy interaction with clients.

**In Gambia, Benin, Niger and Cameroon** the projects and the studies conducted in the respective communities, led to including some specific, previously overlooked, post harvest sector groups into the project activities.

Fish unloaders and fish unscalers were assisted in terms of building organisation capacity and with trainings. Through these activities these groups became more visible and obtained recognition for their role in the sector. The poor in the post harvest sector, facing difficulties in access to fish, producing low quality products and treating small volumes of fish, were invited to express their needs and interest in access to savings and credits, infrastructure and took part in the social dialogue on development of the community.

Initiatives on collection of waste (linked to fish cleaning) have been addressed in Cameroon (Garoua), Benin and in Gambia (beach cleaning committees – PP3).

**In Benin and Cameroon (Garoua)**, gender issues in working conditions have been addressed and toilet facilities, water and sheds were constructed.

**In Benin** a gender analysis was conducted on inequity in matters of hygiene, quality control and processing practices. The gender concerns identified were discussed with trainers who addressed them during the training course on hygiene and quality control in shrimp and fish

handling. The selection of participants to attend the training was based on the gender analysis and male and female actors from different socio professional and socio economic groups were targeted.

Following the training the selection of members of an internal control committee (quality control) took into account the gender concerns. The selection and distribution of small equipment for shrimp fisheries and handling were done in agreement with the committee.

### Marketing issues

Differences between the actors in the chain were studied during the gender studies and in Gambia and Niger some of the gender concerns were taken up in the community projects.

**In Gambia**, issues on access to savings and credit and FSC (ice, cold storage, transport) services were addressed and gender relations that needed change were subject of a social dialogue. A gender analysis gave a picture of who has access to which services, how this access influences the performance of the chain and how different socio economic categories, gender and age groups interact and relate in their commercial activities and as CBOs. The analysis was undertaken together with the micro finance institution management accompanying the local savings and credit union. The offer and the demand of savings and credit services, the gender sensitiveness of the staff, the policy and the services of the micro finance institution were also analysed. The study results were restituted to a wider group of stakeholders and an action plan for CBOs, the Fisheries department, the micro finance institution and the FSC management was subject to a supplementary funding of the community project. The action plan included marketing issues. The fresh fish chain, dominated by male banabana's would be assisted to find new more remunerating markets in exchange for access to landed fish for poorer groups; the dried, fermented fish has interesting regional markets but few actors in Tanji manage to penetrate. Business management training and livelihoods diversification training were organised for poorer and not yet organised groups. A training on equity in access to fish and to facilities brought together different stakeholders and discussed on how each actor could contribute. This training had as objective to introduce to different stakeholders the reflection on how the chain functions, who does what and how changes could improve the communities benefit from the post harvest activities.

**In Niger**, a gender and micro finance study documented income, saving capacity, access to credit and savings institutions of the members of the community of Tafouka. A gender analysis of the marketing chain resulted in a community gender action plan. The community gender action plan addressed gender relations in access to catch, access to ovens and know how and information on marketing opportunities. Investment in infrastructure, organisation of access to credit and information on marketing opportunities were undertaken. The relationships between poor and wealthier and access to fish and ovens and between men and women to markets and to fish were discussed at the community level and changes in sales arrangements, changes in access to ovens and in mobility and household tasks were made at household and at community level.

**In Sao Tome and Principe**, solving the transport problem in Principe and improving in this way access to the major market (Sao Tome), was a priority to the community of Praia. In partnership with Marapa, a local NGO who had a successful initiative ongoing with another community on Principe, SFLP financed the construction of a transport boat, training on

navigation and on management of the transport service. Marapa provided the technical assistance. The fish from Praia, transported to Sao Tome, could also be sold to Marapa's initiative on marketing quality processed fish.

**In Gabon** a participatory marketing opportunity analysis was conducted for fresh and processed fish in Milembié and in Ebel Abanga. For both communities a number of market-product opportunities were selected and with the community, based on the restitution of the study results, an action plan was developed. A similar exercise was done with service providers and with the business sector buying the product. A business agreement was established as well as an action plan for the service providers. In Milembié the fisheries association did not respect the agreements and the exercise stopped. In Ebel Abanga the market product opportunity chosen is salted, dried fish to be marketed in Oyem. Results of the project are presented in the following table.

## 2.3.4 Outcomes

Table 27: Overview table outcomes community projects

| Country  | Community level   | Household level   |
|--|---|---|
| <b>Solar technology</b>  |   |   |
| <b>Sao Tome and Principe</b><br>(Angolares;<br>other CP reports<br>not yet<br>available) | Reduced conflicts between groups  | Increased income<br>Women have more time available for children, for community activities and for leisure<br>Access to credits , opening up of savings accounts   |
| <b>Drying, salting and smoking technology</b>  |   |   |
| <b>Congo</b>   | Increased income<br>Reduced vulnerability<br>Less dependency on fish mongers from Pointe Noire for female processors living in rural areas.   | Salted dried fish has been dominated by women and is providing good income.<br>There is a tendency for men to take over the business (mobility problem)           |
| <b>CAR</b>   | Improved organisation of fish marketing<br>Increased self help financing of the activities of female fish mongers (tontines)  | Higher income from fish sales   |
| <b>Nigeria (Lake Chad zone)</b>  | Increased business at the cooperative union level<br>Improved business management and improved fish quality (TEDAK)   | Increased smoking capacity with higher firewood efficiency (1500 Kg fish / 100 Kg of fish per cycle<br>Increased quality of fish<br>Increased income + %          |
| <b>Niger</b>   | Equity in access to smoking facilities<br>Increased quality of smoked fish<br>Increased membership of the groups  | 30% increase in profit margins  |
| <b>Conservation technology</b>   |   |   |
| <b>Cape Verde</b>  | Higher efficiency in fishing activities<br>Higher quality fish landed<br>Increased value added<br>Improved social cohesion and membership   | Higher efficiency of marketing<br>Increased incomes (access to credit)  |
| <b>Cameroon</b>  | Increased membership<br>Increased income for the group  | Increased income (15 to 35%)  |
| <b>Organisation</b>  |   |   |
| <b>Benin</b>   | Increased recognition of fish un scalers<br>Improved organisation of waste collection (payment to fish un scalers to organise waste collection)<br>Increased membership motivated by the service provision                  | Increased self respect of certain socio professional groups<br>Increased confidence and taking of initiatives<br>Improved working conditions                      |
| <b>Benin shrimp fisheries</b>  | Increased number of women active in the internal control committees (quality control and application of rules on hygiene)   | Increased knowledge<br>Social empowerment   |
| <b>Gambia</b>  | Increased participation in decision making<br>Increased social empowerment<br>Increased membership of the S&C union<br>Increased performance of the centre  | Access to fish improved<br>Access to infrastructure improved and more equity in access<br>Increased access to fish for poorer groups<br>Increased self confidence |
| <b>Chad</b>  | Telecom services now available in the area reduce risks for businessmen, improved marketing arrangements and have the potential to improve the negotiation capacity of the cooperative unions and the individual processors | Increased participation of women in group activities<br>Economic empowerment of women   |

2.3.5 Summary table 28.

| How tackled   | Main challenges   | How overcome  | Key lessons learned  | Options for follow up  |
|---|---|---|--|--|
| <b>Post harvest technology</b>  |   |   |  |  |
| <ul style="list-style-type: none"> <li>- Gender analysis of post harvest organisations and of marketing chains</li> <li>- Capacity building for poor and excluded socio professional groups</li> <li>- Gender analysis of training on quality control and improvement of hygiene for the artisanal shrimp sector</li> </ul> | <ul style="list-style-type: none"> <li>- Involvement of post harvest stakeholders in decisions on the management of the resource and in NRM processes</li> <li>- Recognition at national level of the post harvest contribution to poverty reduction</li> <li>- Understand needs and interests of the different groups (different vulnerabilities) and inform decision makers (meso and macro level)</li> </ul> | <p>Holistic planning of support to the post harvest sector:</p> <ul style="list-style-type: none"> <li>- Combine MFI support with technology support</li> <li>- Changes in gender relations and chain efficiency combined with support to diversification and support of MFI (Burkina Faso, Gabon, Congo)</li> <li>- Support to processing technology combined with support to communication technology (Chad)</li> </ul> | <ul style="list-style-type: none"> <li>- Post harvest actors should be encouraged to become involved in decision making processes both on the resource management and local development (including investments in infrastructure).</li> <li>- Too often the relationships between post harvest sector groups and the fishermen (with influence on the outcome of the activities) are not taken up in the change process. This reduces the poverty reduction achieved and the maximising community level benefits within the sector.</li> <li>- Post harvest interventions should be planned in a more holistic way.</li> </ul> | <ul style="list-style-type: none"> <li>+ Develop further the tools and methodologies to analyse gender relations in the post harvest sector and the methodology to establish marketing action plans that are gender sensitive and pro poor.</li> <li>+ Assist NRM processes to include the post harvest sector</li> <li>+ Address and monitor the impact of forms of exclusion on the livelihoods of different groups to inform policies and institutions</li> </ul> |
| <b>Marketing issues</b>   |   |   |  |  |
| <ul style="list-style-type: none"> <li>- Assisting CBO to negotiate better conditions for access to markets and access to resources (social dialogue)</li> </ul>  | <ul style="list-style-type: none"> <li>- Improve overall chain efficiency</li> <li>- More equity in access and participation in marketing</li> <li>- Address gender relations to improve</li> </ul>   | <ul style="list-style-type: none"> <li>- Gender analysis and production of gender sensitive marketing action plans</li> </ul>   | <ul style="list-style-type: none"> <li>- SLA &amp; gender analysis of chains provide key information to stakeholders to develop gender sensitive and pro poor marketing</li> </ul>   | idem   |

|  |                                 |  |   |  |
|--|---------------------------------|--|---|--|
| <ul style="list-style-type: none"> <li>- Support to transport facilities</li> <li>- Participatory analysis of marketing opportunities and assistance to implement a marketing action plan</li> </ul> | <p>overall chain efficiency</p> |  | <p>action plans.</p> <ul style="list-style-type: none"> <li>- The private sector is a key stakeholder in marketing of high value fish. Negotiating development initiatives with the private sector should be done in collaboration with specialised NGOs</li> </ul> |  |
|--|---------------------------------|--|---|--|

### 2.3.6. Lessons learned theme 3: Market access and improvements in post harvest

#### *Interactions between post harvest actors*

- Post harvest actors should be encouraged to become involved in decision making processes both on the resource management and on local development (including investments in infrastructure). Too often the relationships between post harvest sector groups and the fishermen, that influence the outcome of the activities, are not taken up in the change process. This hinders poverty reduction and the maximising of benefits within the sector at the community level.
- Gender issues in training influence the access of different groups which will/ could influence the capacity of these different actors to take advantage of changes in the global market and export market. Analysis of gender and sharing results with other stakeholders is a must;
- Promoting technology through individual demonstration infrastructure or group based infrastructure needs to be done within the context of a partnership with MFI who could follow and provide investment loans.

#### *Improved business practices and impact on income and value added*

- Post harvest interventions should be planned in a more holistic way. Actions on technology need other support service provision to be successful and disseminated.
- Literacy is an important issue for the development of the sector and should be subject of action research in order to find ways on how to adapt literacy to the reality of the actors.
- Credit facilities for both investment and functioning costs are needed to make the sector and the value chains improve their efficiency. Institutions giving credit facilities should be accompanied by the fisheries administration and other strategic partners to make a contribution to the responsible management of the resource and to poverty reduction in and through the sector.
- New communication technologies are important. Fisheries administration should lobby to give access to mobile phone services to all fisheries communities especially those in remote areas. Telephone services can open up a variety of possibilities for marketing, banking and security which are crucial to the well being of the sector and contribute to its productivity. Access to telecommunication for the fisheries communities should be supported by macro level stakeholders and decision makers who lobby with the private sector.

- SLA & in depth gender analysis of chains restituted to the different stakeholders is a key event in establishing marketing action plans. The SLA and gender analysis make it possible for the stakeholders to negotiate changes in relations, take into account the need to reduce risks and vulnerabilities of the actors and build up mutual understanding on changes in relations that are needed in order to make the chain performance better.

#### *Which markets? Domestic/Export*

- The private sector is a key stakeholder in marketing of high value fish. Negotiating development initiatives with the private sector is new to many NGOs and the administration. Specialised NGOs or programs can be important to guarantee that all aspects of contracts and agreements are taken into account during the negotiations.

#### Regional dimension and process implementation

Through a number of activities information available on the CP & IS was shared. The activities undertaken for theme 3 are:

- Exchange visits were organised between STP and Congo; in Niger between the communities of Tafouka and Tabalack; in Gambia between unorganised fish un-loaders and fish dryers of Tanji and the organised groups in Gunjur and in STP between communities in Principe and Sao Tome.
- The gender policy brief highlights inequities in the post harvest sector and how to address fisheries issues beyond roles and as the need occurs how to change relationships (methodology and tools for social dialogue) to improve the sustainability of the use of the resource and the overall result of the sector.
- A bulletin article documented practice on solar dryers and the production of insulated boxes from low cost materials. In Mali the ministry used the model of insulated boxes on Selingue Lake.

Lessons learned on the process are:

1. There is a need to develop more the gender analysis practices for the post harvest sector. The opportunities that different groups of actors can use for their benefit is influenced by relations between different actors. SFLP work has documented that there is a need to change the approach to capacity building and to strengthening organisations to reach the objective of inclusive integration of fisheries communities in local development. To accompany this change in the way of working there is a need for training of meso level actors (PIP) on gender analysis, analysis of exclusion mechanisms and on mediation, social dialogue and social cohesion.

#### **Good practices:**

- Development of a training manual on gender issues in the post harvest sector with a tool to analyse gender issues in marketing.
- In the context of gender mainstreaming in PP3 and in some community projects, training modules were suggested for meso level actors.
- Gender indicators were developed for meso and micro level and key gender questions for the macro level.

2. The actors from the post harvest sector should participate in all NRM projects. Marketing chain analysis could inform the NRM projects on who are major stakeholders that need to be informed and participate in the debate.

**Good practices:**

- PP1 and PP2 gender strategy insists on the participation of all actors and different categories of actors within the sector (both capture and post harvest) in the decision making process. The gender strategy leads to investments in terms of training and negotiation to guarantee effective participation of the women (dominating in most countries the post harvest sector) and the poor.
  - Technology development should be integrated in a broader development process. Cross sectoral strategic partnerships should provide services like micro finance, support to resource management, support to livelihoods diversification, support to business development, and support to NICT.
  - Organisation of marketing analysis and technology development in a partnership including (i) specialised NGOs, (ii) research institutes and (iii) private sector stakeholders.
  - Participatory product marketing opportunity (PPMO) analysis providing information on all stakeholders and strategic partners to be associated to the marketing initiative and to guarantee all investments needed to attain the objectives.
  - Micro finance concertation platform as a part of the planning process following a gender and micro finance analysis.
3. Studies such as gender analysis, stakeholder analysis and poverty profiles should be used to identify mechanisms of exclusion. This information should guide the development initiatives and capacity building of post harvest CBO should from the start, include assistance for marginalized groups.

**Good practices:**

- Restitution and validation of study results (gender, poverty profile, stakeholder analysis) to meso level and the PIPs is used baseline information for planning of community initiatives.
- Develop a community strategy to reduce exclusion
- Strategic partnerships with STEP and with “Gender networks and advocacy groups”
- Integration of gender concerns in OD processes

## 2.4 Integration of the fisheries sector in national development policies (theme 4)

### 2.4.1 Development constraints addressed

While a number of initiatives can be carried out at the community level, integration into national development policies is vital to ensure that there are strategic policy goals for the sector and guaranteed funding for management and poverty reduction support. SFLP used the results and linkages within the community projects to assist the process of integrating the fisheries sector into national development policies.

Through a combination of community and institutional support projects (see graph page 26), processes were initiated to influence policies, institutions and processes. The initial start of this processes were planned with the NCUs and were for some countries reflected in a country strategy. Out of 20 countries that were actively involved in SFLP through CP/IS support, 11 have managed to obtain changes at the macro level.

The nature of institutional support varies according the process: in Guinea for example the institutional support consisted of an impact study and the organisation of a national forum. In Gambia studies on gender and micro finance (including a national restitution and establishment of a strategic partnership) and a study on literacy were conducted. . In

Cameroon, Congo, Gabon, DRC and Sao Tome and Principe cluster training was organised as well as exchange visits. The training on organisation development has contributed to changes at macro level in DRC. The exchange visits have been very positive contributions to change, in Chad, Congo, DRC, CAR and Sao Tome and Principe.

2.4.2 Activities/ inputs

The following table presents an overview of which activities were joined together in a process with examples from Congo, Niger, Guinea, Cameroon and the Chad Basin. These examples are not exhaustive but give an idea of how different CP, IS interventions contributed to changes. The partnerships that were crucial to achieve changes at macro level have also been specified in the table.

Table 29: Overview processes combining different SFLP interventions

|                            | <b>Niger</b>   | <b>Congo</b>  | <b>Guinea</b>  | <b>Chad</b>   | <b>Cameroon</b>  | <b>Chad basin /Cameroon</b>   |
|----------------------------|--|---|--|---|--|---|
| <b>Process orientation</b> | Integration of the fisheries sector in the PRSP  | <ul style="list-style-type: none"> <li>- Integration of the fisheries in the PRSP</li> <li>- Integration in the national strategy for control of HIV/AIDS</li> </ul>  | <ul style="list-style-type: none"> <li>- Participatory management of coastal resources :</li> <li>- Surveillance and monitoring</li> </ul> | Access to pro poor micro finance  | Participation of fisheries communities in co-management of inland waterbodies  | Use of marketing information by the ministry to orient investments and management of the sector   |
| <b>Partnerships</b>        | <ul style="list-style-type: none"> <li>- Rural development commission (PRSP)</li> <li>- Ministry of planning</li> </ul>  | <ul style="list-style-type: none"> <li>- NAC</li> <li>- Initiave Chari-Oubangui-Congo River</li> <li>- UNAIDS</li> </ul>  | -  | <ul style="list-style-type: none"> <li>- API BASE</li> <li>- Ministry of finance</li> <li>- Ministry of @@</li> </ul>   | <ul style="list-style-type: none"> <li>- HIPC committee</li> <li>- CERAD</li> </ul>  | <ul style="list-style-type: none"> <li>- LCBC</li> <li>- Fisheries research institutes</li> <li>- IDDRA</li> </ul>  |
| <b>CP communities</b>      | <ul style="list-style-type: none"> <li>- Tafouka</li> <li>- Tabalack</li> <li>- Niamey</li> </ul>  | <ul style="list-style-type: none"> <li>- Pointe Noire (Base AGIP)</li> <li>- Makotipoko</li> <li>- Department of Kouilou</li> <li>- CP on LDED and mitigation of HIV/AIDS</li> <li>- National restitution results LDED</li> </ul>                                 | Bongolon & Koukoude MCS  | - Ere   | <ul style="list-style-type: none"> <li>- Mapé lake co management</li> <li>- Magba lake co management</li> </ul>  | - Magba and Mapé : processing technology for women groups   |
| <b>IS</b>                  | <ul style="list-style-type: none"> <li>- PIP study</li> <li>- National workshop restitution PIP study</li> <li>- Gender and micro finance study</li> <li>- Strategic partnership meeting MFI &amp; gender</li> <li>- Formulation fisheries strategy</li> </ul> | <ul style="list-style-type: none"> <li>- PIP study</li> <li>- National restitution</li> <li>- IS studies on HIV/AIDS</li> <li>- Restitution &amp; Social behavioural study combined with forum theatre</li> <li>- Community responses and action plans</li> </ul> | National forum   | Exchange visit to Benin   | <ul style="list-style-type: none"> <li>- Training of meso level actors on co management</li> <li>- Formulation of a HIPC fund project proposal on co management</li> </ul> | <ul style="list-style-type: none"> <li>- Chad Basin research in five countries</li> <li>- Exchange meetings on research results</li> <li>- Presentation of study results to the LCBC</li> <li>- Restitution to Minister (Cameroon)</li> </ul> |
| <b>Pilot project</b>       | -  | PP2   | PP2  | PP3   | -  | -   |
| <b>Documents</b>           | <ul style="list-style-type: none"> <li>- PIP report</li> <li>- Gender &amp; micro finance report</li> <li>- Fisheries and aquaculture sector plan</li> </ul>   | <ul style="list-style-type: none"> <li>- PIP report</li> <li>- Study reports : CAP, Socio behaviour Base AGIP</li> <li>- Report on impact of HIV/AIDS</li> </ul>  | Impact study report  | <ul style="list-style-type: none"> <li>- Exchange visit report</li> <li>- Policy and services documents S&amp;C scheme Ere</li> <li>- MFI statutory document APIBASE</li> </ul> | <ul style="list-style-type: none"> <li>- Bulletin article on co management</li> <li>- HIPC fund proposal</li> </ul>  | <ul style="list-style-type: none"> <li>- Research report / country</li> <li>- Chad basin study report and publications</li> </ul>   |
| <b>Gender</b>              | <ul style="list-style-type: none"> <li>- Gender and micro finance report</li> <li>- Gender and literacy report</li> </ul>  | <ul style="list-style-type: none"> <li>- Gender analysis report and action plan for Makotipoko</li> <li>- Gender strategy PP2</li> </ul>  |  | <ul style="list-style-type: none"> <li>- Pro poor and gender sensitive micro finance</li> <li>- Gender concerns PP3 taken into account in implementation for PP3</li> </ul>     | - Gender analysis on Magba   | - some gender aspects analysed during the study   |
| <b>I/C</b>                 | <ul style="list-style-type: none"> <li>- Bulletin article</li> <li>- I/C material for national workshop: flyer and summary sector plan</li> </ul>  | <ul style="list-style-type: none"> <li>- Forum theatre</li> <li>- I/C initiatives both local and national</li> </ul>  | I/C materials for national forum   | <ul style="list-style-type: none"> <li>- NGO involved in the Pilot project to organise the micro finance and including a pro poor component</li> </ul>                          | <ul style="list-style-type: none"> <li>- Publications in bulletin</li> <li>- Forum theatre for HIV/AIDS</li> </ul>   | Bulletin article  |

### 2.4.3 Outcomes

The results and effects on PIP at the different levels are documented in table 30.

Table 30: Overview outcomes processes conducted in Guinea, Niger, Congo, Benin, Chad and Cameroon

|                           | <b>Micro – méso</b>   | <b>Meso</b>   | <b>Meso- macro</b>  |
|---------------------------|---|---|---|
| <b>Guinea</b>             | Increased efficiency in MCS<br>Legal and institutionalised mechanisms for participatory surveillance  | Improved collaboration between the different institutions   | Information available on importance of the conflicts, accidents at sea etc.<br>Legalised situation for participatory surveillance   |
| <b>Niger<sup>28</sup></b> | Increased support to fisheries development at community level and district level  | Better understanding of the opportunities and constraints of livelihoods in fisheries<br>Increased interaction with fisheries communities   | National recognition of the contribution of fisheries and aquaculture to poverty reduction<br>Increased opportunities for funding through the availability of a national plan   |
| <b>Congo &amp; Benin</b>  | Increased exchange between communities through forum theatre<br>Increased involvement and responsibility taken up by the umbrella organisation<br>Umbrella organisation recognised by NAC as implementation partner<br>Increased interaction between specialised NGOs and the fisheries communities<br>Increased number of fisheries sector actors voluntary tested | Increased awareness on the vulnerability and risks to HIV/AIDS in the fisheries communities   | NAC included fisheries communities in their national action plan<br>More information available with NAC on the specificity of the fisheries sector<br>World Bank recognises the forum theatre as an important tool in the formulation of a community response     |
| <b>Chad<sup>29</sup></b>  | Availability of pro poor credit and savings services to the community of Ere<br>Use of the experience in PP3 communities  | Increased know how on opportunities for pro poor savings and credit services and gender sensitive approaches  | Recognition of API BASE as a MFI<br>Increased awareness at national level as API Base as member of the national network of MFIs, informs other MFI on the policies and services developed.  |
| <b>Cameroon</b>           | Increased interaction between fisheries communities and the administration<br>Co management effective on two lakes  | Increased understanding of contribution and interest of all stakeholders in the fisheries development on Mapé and Magba lake.<br>Recognition of the importance of consultation and negotiation in the process to establish co management<br>New institutions functional but not yet legalised | Increased interaction between the fisheries department and the different stakeholders identified during the co management process<br>Increased multi sectoral contacts increased funding (HIPC and national funds) made available for the co-management processes |

<sup>28</sup> Details are given on page 99

<sup>29</sup> Details are given on page 100

Some other examples of changes at the meso and the macro level are: (i) in Gambia and Burkina Faso work on literacy resulted in macro – micro interactions and influenced PIPs, (ii) in Gabon, Congo and DRC the fisheries department has increased awareness on the OD process and there is a change in the way of working, resulting in higher investments in capacity building of the different socio professional groups within the sector and in Gabon the Fisheries department has created a special service on organisation development, (iii) in Benin, Gabon and Chad the fisheries department is aware of the need to integrate HIV/AIDS in their activities, (iv) in Cameroon the formulation of a sector “HIV/AIDS strategy” has been planned, (iv) in Congo the gender profile and the gender strategy developed for the Makotipoko community and for the Pilot project raised interest from the UN focal point who is interested to continue working on the profile and the community action plans and to develop a “fisheries sector gender strategy”, which should be used as an example by other sectors, (v) in Niger the process applied in the formulation of the “fisheries and aquaculture development plan” will be used as an example for other sectors by the secretariat of the rural development strategy (PRSP). These are some examples of influences on PIPs which started from activities at community level.

Based on experiences from community or institutional support projects and in collaboration with the partners, TCP projects were formulated in (i) SaoTome (post harvest technology and marketing), (ii) Niger (data collection for fisheries statistics) and (iii) Chad (post harvest technology).

In Congo, Nigeria and Burkina Faso, SFLP collaborated with the National Programme for Food Security.

**Niger:** Lessons learned from Community projects taken up in the national fisheries and aquaculture development plan

Tafouka, Tabalack and Niamey are three communities where SFLP has funded community projects. The community projects in Tabalack and Tafouka have contributed to the

- Box: Impact from CP interventions in Tafouka and Tabalack
- All women have now an Altona oven
  - Men help women with fire wood collection and transport so that they have more time for their IGA
  - Participation of women and men in trainings without discrimination
  - Parity in management committees
  - Integration of women in the committee of wise and participation in decision making at community level
  - Significant increase in fish production in the lakes
  - Poor group members have acquired fishing gear
  - Priority given to female fish mongers for purchase of fish
  - Increase of 350% of female associations
  - Establishment of a union of associations
  - Established partnership with a MFI and access to a total of 3.8 million CFA
  - transparency in the management of the group accounts
  - Reduced vulnerability by increased diversification
  - Increased income and more benefits from IGA

organisation and management of small waterbodies. Tahoua region has over 400 of these waterbodies and lessons learned from a holistic, pro poor and gender sensitive development approach implemented in Tafouka and Tabalack could be replicated in a large number of communities. The impact achieved in Tafouka and Tabalack communities are given in the box

The institutional support focussed first on gender in micro finance, followed by a PIP study conducted in different fisheries country wide. The national restitution of the studies led to supplementary funding for the community projects and strategic partnerships established to work on pro poor micro finance.

The national restitution of the PIP study was followed by another institutional support to formulate a national fisheries development plan. The plan was integrated in the national rural development strategy and the national strategy for poverty reduction. The impact achieved at community level and the lessons learned from these projects were integrated in the national fisheries and aquaculture development plan. The activities that were included in the plan are

| <b>Activities integrated in the national fisheries and aquaculture plan</b>  |
|--|
| <u>Component 1: Fisheries development / enhancement and river based fisheries</u>  |
| <ul style="list-style-type: none"> <li>- Concertation and collaboration between fingerlings production at government managed stations and small producers</li> <li>- Study of the fisheries chain, restitution to all stakeholders and priorities and plans established with stakeholders (taking into account different categories of poor)</li> </ul>  |
| <u>Component 3: Technology transfer and research development to increase economy of fisheries</u>  |
| <ul style="list-style-type: none"> <li>- Training of staff of research institutions on participatory approaches</li> <li>- Analysis of investment capacity of actors and discussion with communities on appropriate technology</li> <li>- Participatory action research with restitution of results to MFI</li> </ul>  |
| <u>Component 4: Diversification of livelihoods</u>   |
| <ul style="list-style-type: none"> <li>- Gender analysis and identification of AGR</li> <li>- Gender analysis to inform MFI to adapt products</li> </ul>   |
| <u>Component 6 capacity building for institutions and for community organisations contributing to improved sector management</u>   |
| <ul style="list-style-type: none"> <li>- Production of a functional literacy curriculum for the fisheries sector</li> <li>- Gender analysis on the subject of NRM and concessions and taking into account gender concerns in the elaboration fisheries plans</li> <li>- Training and establishment of female regional organisations</li> <li>- CCRF extension</li> <li>- Use experience from Chad basin data collection to strengthen data collection on the sector</li> </ul> |

highlighted hereunder.

**Chad:** Promoting pro poor micro finance

The process in Chad started in 2002 with the approval of a community project in Ere. The community project contributed to theme 1, theme 2 and was at the end involved in improvements in market arrangements (theme 3) reducing women's vulnerability due to irregular transport opportunities to link up with the main fish markets. Institutional support built on the orientations developed in the community project: (i) improved resource management and a (ii) constructive role of micro finance in terms of promotion of authorised fishing gear, contribution to reduction of exclusion all oriented towards improvement of the overall well being of members of the Walta association. The NGO, APIBASE who implemented the project together with the NCU, monitored at household level the changes in well being. Based on the monitoring results the following impacts were achieved: 52% increase of income with an increase in expenses in health care (128 %), education (133 %) and investment in equipment (59 %). In terms of inclusion 41% of poor members have access to means of production and 21% have received social loans. The reimbursement rate of the S&C scheme is 100%. In terms of improvements in the use of the resource the main impacts are the reduction of conflicts on access settled now through agreements reached between the traditional authorities, the owners and the fisheries administration.

Institutional support concerned an exchange visit to Benin (June 2003) on the topic of micro finance and umbrella organisations. In view of future work with the Ministry of decentralisation and Ministry of finance (lead ministries in on going reform of the micro finance sector in Chad), the participants to the exchange visit were, chosen from the aforesaid

ministries, the fisheries department, the financial service from APIBASE and from different fisheries organisations from N'djamena (fish mongers), Ere and Lake Fitri (fishermen group). Participants visited the macro, meso and micro level initiatives on micro finance in Cotonou (Benin) and met two of the national fisheries umbrella organisations. APIBASE and the Ere community agreed on return on new policies for their savings and credit scheme. APIBASE applied pro poor measures and when they got their recognition as a MFI by the ministry they initiated S&C services in 5 other communities. APIBASE informed macro level actors on their initiative and through the SFLP funded Pilot project operating in Hadjer Lamis and N'djamena rural they are promoting pro poor micro finance initiatives in 5 communities with impact at the macro level.

**Nigeria:** SLA integrated in training curriculum and a new dynamic for cooperative unions

In New Bussa an SLA training module was included in the curriculum of the fisheries college. During a field practical exercise a community project was formulated with the Tatabu community. The community project is supporting poor community members to organise their savings and credit cooperative union. Experiences with cooperative unions in community projects in Daban Massara, Doro Baga, Rumrum have been shared with the Tatabu community. The National coordination unit funded a field mission with representatives from ILO Nigeria and a specialist in Cooperative movement from Tanzania who was invited by ILO Nigeria. The NCU, ILO and the Ministry in charge of the cooperative union movement are studying how best to assist a review of legislation and overall support. SFLP through the NCU will make sure that the fisheries sector will be integrated in this initiative.

#### 2.4.4 Lessons learned from theme 4: Integration of the fisheries sector in national development policies

##### 1. Lobbying and advocacy needs to be well organised and planned:

- A key issue is choosing the right resource persons, to conduct the studies, and who have the connections and capacity to lead the process of influencing the policies and institutions.
- All along the process major events should be documented (I/C process). Exchange visits (with participation of key stakeholders) and publicity on ongoing field work can be crucial for successful lobbying.
- As the sector has not been visible in national policies and, in many countries, suffers from lack of attention by other Ministries it is important that all Community and institutional support projects are well aimed and used to mobilise partners which in their capacity can influence policies, introduce new ways of working and mobilise development investments needed in the sector.

##### 2. The fisheries administration should be investing in lobbying and advocacy and use every opportunity to make the sector more visible.

##### **Good practices:**

- National workshops and restitution of study results with participation of all stakeholders have achieved a better visibility of the sector.
- Investment in I/C on transversal subjects like gender and HIV/AIDS created opportunities to establish working relations with other Ministries.

3. Integration of the sector in the PRSP is crucial for building partnerships and establishing the necessary national awareness to catalyse integration of fisheries communities in local development and in decentralisation processes.

**Good practices:**

- Institutional support on: (i) PIP studies, (ii) studies on the contribution of the sector to the national economy, (iii) studies on HIV/AIDS, (iv) studies on literacy, (v) studies on marketing and gender have produced information that can raise the interest of decision makers within and outside the sector.
- RSU support to the NCU for lobbying and follow up after national workshops

## 2.5 Cross cutting issues: gender, HIV/AIDS and communication

### 2.5.1 Development constraints to be addressed

Gender, HIV/AIDS and communications are important cross-cutting themes which if left out of the equation can result in limited achievements. If gender concerns are not taken into account strategic barriers for the involvement of women, the young, old or poor are not removed and development towards sustainable fisheries and poverty reduction can stall. HIV/AIDS also poses a real risk to fishing communities impacting the productivity of households, their incomes, the burdens of caring for the sick and the high number of orphans left to fend for themselves. Communication is also key to facilitate the process of change which many communities need to go through to make positive changes and capitalise on opportunities.

Gender issues were given specific attention in 17 projects. 6 projects focussed on HIV/AIDS issues and 4 community projects were devoted to radio and communication. Gender issues addressed at the community level concern the participation of women in decision making processes, in local development and more equity in access to services of fisheries service centres, to information and to micro finance institutions. The economic and political empowerment of women and changes in relationship between fisheries actors were subject of interventions in Burkina Faso.

At the CBO level women's participation in decision making and planning, access to training, to information and the participation of poorer groups in CBOs were addressed. At household level, issues of work load of women, access to information, social and economic empowerment, use of income and reduction of vulnerability of women linked to migration and HIV/AIDS have been discussed

### 2.5.2 Aim of the CP & IS projects

The CP and IS projects should contribute to provide answers on the following questions:

- How in fisheries HIV/AIDS and gender can be mainstreamed, what are the priorities for action to reduce vulnerability and to increase resilience and mitigation capacity of the sector.
- Which trainings should be provided to which actors to be able to reduce which gender inequity
- How can fisheries communities be empowered, which methodology, tools can be lead to change?

### 2.5.3 Activities/inputs

#### Gender

An overview of projects that took special interest in gender is given in table 5.1 (see annexe). Social cohesion was a key issue in the community projects and social dialogue a tool for introducing and influencing changes in gender relationship in Gambia, Niger, Congo and Burkina Faso.

**In Gambia**, the community project had activities with both the meso and micro level actors. At the meso level (FSC management, Credit and savings cooperative management, NACCUG management, fisheries and forestry officers) several trainings and awareness raising activities were undertaken. The policy of the micro finance institution was reviewed and during the process different socio economic groups (men and women) were consulted and their interests and concerns were taken into account during the review (S&C services and policies) process. At the micro level efforts were mainly oriented on assisting the poor not yet organised groups to organise and participate in the local decision making and community development.

**In Burkina Faso**, a resource person was recruited to guide the community based organisations in the social dialogue and to assist the execution of the gender action plan. An impact assessment documented clear changes in terms of empowerment. The changes in empowerment should however be monitored beyond the project intervention to inform on the sustainability. In Burkina Faso literacy training was an entry point to study the profile of participants and factors that enhance or block participation of women.

All CBOs participated in reflection meetings which improved the communication and access to information of all groups both male and female. These discussions led to changes in attitude and later on actions towards improved access of women and poorer socio economic groups to trainings, fish, credit, literacy and decision making processes. Women's economic empowerment had been chosen by all CBOs as an entry point for changes in gender relations. The changes in economic empowerment lead to social empowerment and political empowerment. A summary overview is given in table 32 on page 102. More details can be found in the impact study report.

**In Niger**, the study (gender and micro finance) and the formulation of a gender action plan led to changes at the community's decision making level. Women now participate in the committee of the wise and this has led to more gender sensitive decisions in community development issues.

**In Congo**, the gender action plan has been integrated in the organisation development plans of the CBOs and the umbrella organisation. This led to changes in the gender relations concerning sharing of information and participation of women in the decision making. The effects in the community are still fragile.

**In Gabon and STP**, gender issues are linked to interventions in the area of marketing. A study documented how different actors relate and to which resources and services they have access and how this influences their decisions on marketing, participation in resource management and infrastructure management.

**In Cameroon and Mauritania**, projects aiming at female CBOs were initiated. The cultural setting and the specific interests of women justified the choice. The gender relationships are not addressed and the changes are more in the areas of practical interests and needs.

**In Nigeria** women were to be part of the beneficiaries of the community projects in Tiga and Daban Massara but male members of the cooperative unions have claimed most of the project benefits. During the preparation of supplementary funding, women were clearly targeted and had access to trainings and to the savings and credit facilities. The women in Tiga dam received training from a female fisheries department staff and their activities and cohesion is surpassing that of the men.

### HIV/AIDS

Table 5,2 (see annexe) gives an overview of projects that dealt with HIV/AIDS in fisheries. Most of the work was undertaken in **Congo and Benin**. The choice of the two countries was based on the link both countries have through the migrant fishermen and the fact that the NCUs were able to mobilise the NAC to formulate together a fisheries community intervention on HIV/AIDS.

**In Sao Tome & Principe, Cape Vert and Cameroon**, the activities were inspired by the results obtained in Congo and Benin.

The activities and the process used in these community projects have been described in detail in a paper on (i) community response to HIV/AIDS, (2) forum theatre and (3) strategies for mitigation and integration of fisheries communities in a national HIV/AIDS control program.

### Communication

Table 31: Community and institutional support projects on communication.

| Project title  | Country      | Community radio | Private radio | Activities   |
|--|--------------|-----------------|---------------|--|
| Sensitisation of fishermen association about CCRF                      | Mali         |                 |               | Translation of the code of conduct and production of a booklet   |
| Radio Pedra Badejo   | Cape Verde   | +               |               | Community radio with participation of the fisheries sector and representatives of the fisheries association in the programming committee of the radio                  |
| Appui radio Wassoulou & radio Baya Sélingué                            | Mali         | +               | +             |  |
| Appui aux 4 radios de proximité lac de Bagré                           | Burkina Faso |                 | +             | Radios managed by private sector and by religious institution have been assisted to improve their integration of programs on the fisheries sector (training, material) |
| <b>Institutional support</b>   |              |                 |               |  |
| Mali restitution workshop Selingue                                     | Mali         |                 |               |  |
| Appui institutionnel à l'IONG JADE                                     | Burkina Faso |                 |               |  |
| Appui à l'élaboration et la mise en œuvre de la stratégie I/C VIH/SIDA | Benin        |                 |               |  |

## 2.5.4 Outcomes

### Gender

In each of the countries where specific attention was paid to gender there were outcomes in terms of empowerment. Table 32 documents how in Burkina Faso empowerment led to changes in power sharing at different levels.

Table 32: Overview empowerment and changes in power sharing in Bagré Chantier (Burkina Faso)

|                         | Type of power   | Changes in terms of power sharing  | Impacts in terms of empowerment  |
|-------------------------|---|--|--|
| Community and CBO level | <b>Visible :</b><br>Institutionalised decision making | <ul style="list-style-type: none"> <li>- Access to information</li> <li>- Reduced “elite capture” by the fact of female CBOs being united and consulting one another</li> <li>- Increase in equity in the gender organisational profile in terms of access and control over different assets and strategies</li> <li>- More transparency in the co management process and attribution of credits</li> <li>- More effective participation of women</li> </ul>   | <b>Political empowerment:</b><br>Women’s participation in the marketing commission<br>Women’s processors union organised<br>Women generate information and contribute to the meetings  |
| CBO and household level | <b>Hidden :</b><br>Influencing agenda setting         | <ul style="list-style-type: none"> <li>- Increased interest and room for women, very vulnerable groups and youth to express their opinion</li> <li>- More time available to participate in meetings and in the decision making processes</li> <li>- More solidarity (assistance to face problems and also understanding for the factors causing the problems)</li> <li>- Increased capacity of the poor to participate because of their inclusion in technical trainings and in literacy classes</li> <li>- Poor are not anymore considered as « without solution for their poverty »</li> </ul>   | <b>Social empowerment</b><br>Increased time and capacity to participate in meetings<br>Women have more say on their mobility<br>Increased attention to the participation of poor and very vulnerable persons to the activities<br>Increased access to information and to decision making processes<br><br><b>Economic empowerment</b><br>Increased solidarity through informal credit, credit committee assists the recovery of loans for the very vulnerable  |
| Household level         | <b>Invisible :</b><br>Influencing opinion making      | <ul style="list-style-type: none"> <li>- Increased social cohesion and less conflicts, more inclusion and less barriers (fish mongers – women processors) to participation</li> <li>- Men consider women capable</li> <li>- Consultation and exchange of information at the household level</li> <li>- Increased self esteem by women, poor and youth</li> <li>- More equity in the gender household profile</li> <li>- The monitoring and control of the management agreement is not anymore considered as a « men’s business » and women can participate in the co management process</li> </ul> | <b>Political empowerment</b><br>Male fishmongers included in the debate on fisheries and community activities concerning fisheries<br>Women generate information and participate in decision making<br><b>Social empowerment</b><br>Increased respect and appreciation between fishmongers , fishermen and fish processors<br>Increased know how for women: group management , technical issues, literacy, etc.<br>Increased time and capacity to participate in meetings<br>Men appreciate the participation of women in group activities<br><b>Economic empowerment</b><br>Women contribute more to the food security of the household and to the expenses |

### Radio

- Through a limited number of actions the visibility of the fisheries sector in programming by local, private and community radios can be improved. Better visibility of fisheries communities in programs leads to the following changes:
  - At community level the communities have confirmed, through testimonies given during impact studies, their implication and interest for radio programs. The interest of the community in Bagre, Burkina Faso, was documented by the testimony of one of the women processors: “one of the members of our group participated in a radio program and asked processors to follow her example, not to buy small fish and not to buy outside the weighing centres. The radio program got positive reactions from other women”. Fishermen confirmed that the fact that one of theirs had talked on bad

practices and fishing gear, motivated, informed and increased their awareness on the need to protect the resource. Radio programs were also used to inform the communities on micro finance, organisation development and diversification of income generating activities. In Mali communities have now organised in order to have access to credit and are undertaking vegetable gardening. Radio programs have had a positive impact on the livelihoods.

- At the level of the institutions and macro level actors the impact studies have documented the fact that the programs have influenced positively the availability of the administration (national, regional and local level) to cooperate with the fisheries communities: “the radio programs have given a value to fisheries and given more consideration for the profession”. The leaders of the umbrella organisations and the socio professional organisations are associated to discussions and are listened to. The leaders have easier access to the representatives of the administration.

HIV/AIDS interventions in Congo and Benin gave the following outcomes:

Table 33: Outcomes of project interventions on HIV/AIDS in Congo and Benin

| <b>Intervention area</b>  | <b>Congo</b>   | <b>Benin</b>   |
|---|--|--|
| <b>Community action plans</b>                                     | <ul style="list-style-type: none"> <li>- Increased number of fisheries actors doing voluntary testing</li> <li>- Increased number of selling points of condoms</li> <li>- Increased exchange amongst fisherfolks and communities on the subject of HIV/AIDS</li> <li>- Increased funding and support to fisheries communities (HIV/AIDS action plans)</li> </ul>   | <ul style="list-style-type: none"> <li>- Increased number of voluntary testing</li> <li>- Increased number of selling points of condoms</li> <li>- Increased awareness at the macro and meso level on the specificities of fisherfolks concerning vulnerability to HIV/AIDS</li> </ul>   |
| <b>Livelihoods diversification and reduction of vulnerability</b> | <ul style="list-style-type: none"> <li>- Increased awareness and understanding on how fisheries actors are vulnerable to HIV/AIDS and how the lack of alternative livelihoods strategies increases the risks for some of the actors</li> <li>- Self help initiatives, managed by the community initiated</li> <li>- Increased income and reduced vulnerabilities for the beneficiaries of the diversification support initiative</li> <li>- Increased exchange between meso and macro level actors concerning mitigation of HIV/AIDS in fisheries communities</li> </ul> | <ul style="list-style-type: none"> <li>- Increased awareness and understanding on how fisheries actors are vulnerable to HIV/AIDS and how the lack of alternative livelihoods strategies increases the risks for some of the actors</li> <li>- Self help initiatives managed by village committee</li> <li>- Increased active participation of women</li> <li>- Increased income and reduced vulnerabilities</li> <li>- Increased exchange between meso and macro level actors concerning mitigation of HIV/AIDS in fisheries communities</li> </ul> |
| <b>I/C</b>  | <ul style="list-style-type: none"> <li>- Increased interest and increased funding for HIV/AIDS control in the fisheries sector from NAC and other national initiatives</li> <li>- Increased exchange between fisheries communities through forum theatre</li> <li>- Increased exchange of information between micro-meso and macro stakeholders on HIV/AIDS in fisheries</li> </ul>  | <p>(The execution I/C strategy has started in October 2006)</p> <ul style="list-style-type: none"> <li>- Increased awareness on fisherfolks vulnerability at the level of the director of fisheries and the NAC responsible.</li> <li>- Increased interest and awareness at the level of the management of the Lagos-Abidjan transport corridor project for the fisheries sector and marine transport</li> </ul>   |

2.5.5 Summary table 34

| How tackled   | Main challenges  | How overcome  | Key lessons learned   | Options for follow up  |
|---|--|---|---|--|
| <b>Gender</b>   |  |   |   |  |
| <ul style="list-style-type: none"> <li>- Development of a gender analysis methodology and tool kit</li> <li>- Participatory analysis of gender and gender action planning with CBOs</li> <li>- Gender studies on micro finance and on literacy</li> </ul> | <ul style="list-style-type: none"> <li>- Mobilise a national response to gender issues in the fisheries sector</li> <li>- Increase capacity of meso level stakeholders to integrate gender concerns in their planning</li> </ul> | <ul style="list-style-type: none"> <li>- In the context of the pilot project a gender strategy was developed</li> <li>- Debriefing of national partners on results achieved in the communities where a gender action plan was implemented</li> <li>- Information sharing with UN gender focal points</li> </ul> | <ul style="list-style-type: none"> <li>- SLA &amp; gender analysis documents gender and exclusion mechanisms which reduce social cohesion in fisheries communities and affect the organisation of the sector.</li> <li>- Meso level actors are willing to address gender, HIV/AIDS, vulnerability and exclusion but need base line information and training.</li> <li>- Integrating gender concerns in organisation development increases social cohesion. OD resource persons should be informed on the outcome of gender analysis and guided on how to integrated gender concerns in their work.</li> <li>- An economic win-win situation (men, women, different SPO) was an efficient and motivating entry point for planning and actions on changes in gender relations.</li> </ul> | <ul style="list-style-type: none"> <li>- Monitor the impact of gender action plans and OD plans at household level and CBO level and inform macro stakeholders.</li> <li>- Train meso level actors on gender.</li> <li>- Support and initiate macro level processes on gender in fisheries.</li> </ul> |
| <b>HIV/AIDS</b>   |  |   |   |  |
| Studies on HIV/AIDS in fisheries communities  | <ul style="list-style-type: none"> <li>- Develop a fisheries HIV/AIDS strategy</li> <li>- Analysis of mitigation opportunities for the fisheries sector</li> </ul>   | <ul style="list-style-type: none"> <li>- I/C strategy formulation for Benin</li> <li>- Collaboration with the NAC</li> </ul>  | <ul style="list-style-type: none"> <li>- Meso level actors capacity building is crucial to enable them to efficiently contribute to gender mainstreaming and assist the integration of fisheries communities in national HIV/AIDS control programs.</li> </ul>  | <ul style="list-style-type: none"> <li>- Assist the countries to work on a regional response for mobile groups and migrants</li> <li>- Continue work on resilience and mitigation capacity of the fisheries</li> </ul>   |

| How tackled                 | Main challenges   | How overcome   | Key lessons learned  | Options for follow up  |
|-----------------------------|---|--|--|------------------------|
|                             |   |  |  | communities            |
| Communication               |   |  |  |                        |
| Support to community radios | <ul style="list-style-type: none"> <li>- Participation of fisheries communities in programming</li> </ul> | <ul style="list-style-type: none"> <li>- Establish partnerships</li> </ul> | <ul style="list-style-type: none"> <li>- I/C activities should be integrated in the way of working of the fisheries department.</li> <li>- Integration of fisheries communities in participatory radio programming makes an important contribution to the integration of the communities in mainstream development.</li> </ul> | Support radio networks |

## 2.5.6 Lessons learned: transversal issues in Gender, HIV/AIDS and communication

### *Mainstreaming gender and reduction of vulnerability*

- The SLA analysis provided information on vulnerability and how it affects men and women differently. This information was a useful entry point for meso level actors to contribute to addressing gender concerns in the local development. However, meso level actors need training on how to address gender concerns more efficiently and on how to use the gender profiles to guide the implementation of gender action plans.
- Integrating gender concerns in organisation development increases social cohesion and efficiency. The community vision and vision of the citizenship will be influenced by gender concerns and more gender sensitive. The SFLP experience is that OD resource persons should be informed and guided on which gender concerns to integrate and how to integrate these systematically in their work.
- Work on changes in gender relations has gained efficiency as a win-win situation in economic empowerment (men, women, different socio economic groups) was used at the start of the process this motivated the stakeholders.
- Mobilising a national response to HIV/AIDS in fisheries is possible through well documented studies providing evidence to decision makers on the high risk and vulnerability of the sector. SFLP conducted studies and spent on average a budget less than 30.000 US\$ when the NAC or other major stakeholders took over the activities.
- The National Aids Council should be associated at the start of the process to integrate fisheries in the nation wide initiatives. The ownership for mainstreaming HIV/AIDS control in fisheries should be at the level of the fisheries department but at the same time contribute to the concern to coordinate all initiatives through the NAC and be oriented to integration in the national strategy. An I/C strategy has been developed in Benin, in collaboration with the fisheries department. In Cameroon, a fisheries HIV/AIDS strategy will be formulated and submitted to the Ministry and the NAC.

### *Training needs (strengthening human capital)*

- Training on social dialogue and on how to increase social cohesion is necessary for meso level stakeholders and resource persons. Training need includes as well monitoring of gender changes if to be done efficiently.
- Establishment of a partnership between the radio and the fisheries communities has contributed to the success. Partnerships facilitate the development and dissemination of programs and this over a long period and with continuity. Before concluding a partnership with a radio it is necessary to undertake a diagnostic survey to identify the weaknesses and the strengths of the radio, the hours at which the target group is listening to the radio etc. The projects have contributed to capacity building of the “animateurs” and increased their awareness and knowledge on the fisheries sector.

### *Empowerment*

- Addressing gender concerns through a participatory process and formulation of a gender action plan validated during a general assembly and executed by CBOs has shown to be a promising methodology to work on changes in gender relations.
- Supporting the communities with the right communication tools (forum theatre in the case of HIV/AIDS messages and gender profile restitution) gives them ownership of the initiative (including research results) and contributes to communities formulating their own response, which becomes fisheries specific.
- Forum theatre has been a major contribution to the success of the project in Congo as it was able to attract national attention.

- Radio programs should be interactive to give listeners a chance to bring up questions and share possible solutions. The “animateurs” should master this form of interactive programs and should associate resource persons who are acquainted with the subject.
- A participatory programming and preparation of programs is an important factor for success.

### Regional dimension and process implementation

Activities undertaken to promote sharing of lessons learned are:

- Training for Pilot project management teams and national consultants on the gender approach and tool box developed by SFLP was done in Burkina Faso (2004) and in Congo (2005). Teams from Côte d’Ivoire, Mali, Burkina Faso, Mauritania, Guinea, Congo and Gabon participated in the trainings.
- On the job training was done for fisheries administration and partners on: gender issues in (i) diversification, in (ii) technology development and (iii) training (content and organisation aspects of trainings).
- The Congolese Pilot project team presented the “On the job” training developed for Benin and Congo NCU’s on diversification analysis contributing to reduction of vulnerability” during a workshop organised by the Guinea Current Project (GEF) in June 2005.
- The Gender approach training KIT has been requested by several organisations from different countries outside the SFLP intervention zone (Sri Lanka, Madagascar, Algeria, Marokko, Bangladesh)
- Sharing of results of gender strategy development with the Ministries responsible for the development of the national gender strategies: Mali, Congo, Gabon, Côte d’Ivoire
- Sharing through the bulletin articles documenting the initiatives in Congo and Benin
- Participation in the international HIV/AIDS day at FAO HQ
- Participation and contributions by partners from Congo and Benin, at the international workshop (Worldfish Center, IMO, FAO) on HIV/AIDS in fisheries
- Sharing of experiences with Pilot project management teams resulting in field activities in: Côte d’Ivoire, Gabon and Gambia
- Formulation of a project proposal for a regional project using the experiences from Congo and Benin. The regional project proposal “strategic response to HIV/AIDS in fisheries”, addresses the regional aspect of HIV/AIDS control for the mobile groups in the fisheries sector.
- Use of lessons learned to develop a policy brief together with other departments in FAO.

Lessons learned on the process are:

Major challenges remain to mobilise national responses to HIV/AIDS and gender in the fisheries sector. The fact that the sector has a limited overall visibility in national policies contributes to the lack of integration in mainstream interventions and national action plans.

1. There is a need to develop gender analysis practices for the sector and to build on existing good practices. The Ministry should integrate the gender and HIV/AIDS concerns in the fishery strategies and development plans. To enable and enhance this process there should be training available for the fisheries departments.
2. Meso level actors capacity building is crucial to enable them to efficiently contribute to gender mainstreaming and assisting the integration of fisheries communities in national HIV/AIDS control programs.

3. SLA analysis offers opportunities to document concerns in terms of gender and exclusion mechanisms affecting negatively social cohesion in fisheries communities and the organisation of the sector. Meso level actors informed on the results of SLA analysis and shown the entry points for action (gender and exclusion) are willing to address gender, HIV/AIDS, vulnerability and exclusion.
4. I/C activities should be integrated in the way of working of the fisheries department. Data made available by micro and meso level actors should be effectively shared and disseminated to key stakeholders on a regular base. Monitoring of gender and HIV/AIDS issues in fisheries communities should therefore become a priority. Training for meso and macro level actors will be needed on gender monitoring and monitoring of social cohesion.
5. Integration of fisheries communities in participatory radio programming makes an important contribution to the integration of the communities in mainstream development. Participatory radio programs increases the feeling of ownership of the local development by the fisheries communities.

### 3. Conclusions and recommendations

#### 3.1. Contributions to CCRF implementation

##### Theme 1: Management of the resource

**Article 6.13 & 7.1.2:** Transparent decision making processes, consultation and effective participation of all stakeholders:

- In situations where the ownership matters of the NR and the involvement of fisheries actors in NR management are not clearly defined and addressed at the macro level [Chad, Niger, Cameroon and CAR], involvement of local & religious leaders, traditional authorities and leaders of umbrella organisations have made important contributions to reduce tensions that could have lead to conflicts. These leaders mediated conflicts and gave way to better collaboration in NR management.
- The co-management process demands from stakeholders to change their ways of working and to interact as partners. The administration can show political willingness to be involved but doesn't always have sufficient knowledge on co-management to participate and guide the process fully. To train macro and meso level administration on co-management at the start of the process has shown to be a useful investment [in Cameroon, in CAR- on the job and felt need for replication of the experience].
- In the context of co-management processes, where action research and the learning process should still go on beyond the signing of the co-management agreement, the long term commitment from macro and meso level stakeholders is important: (i) the process of resource management is dynamic and the new institutions should be dynamic as well; (ii) the most important result at the start is the exchange of information and the agreement on a number of practices that can improve the livelihoods of the communities (including partnerships to support diversification, literacy training, gender action plans, communication and information).
- I/C support during the co management process is important in order to create an enabling environment and inform all stakeholders on agreements.
- During implementation of a co management process issues on (i) conflict management, (ii) the threat of HIV/AIDS, (iii) literacy as a condition for effective participation , (iv) investing in diversification of livelihoods and (v) gender concerns as to address social, political and institutional inequities have shown to be of equal importance as the fisheries aspects. Livelihoods diversification initiatives need to be funded to accompany

stakeholders in the effort to apply to the agreement.[CAR, in Nigeria Tiga dam, activities on business management and on diversification were better entry points than to start on resource management and this due to high vulnerability of the community, in Niger the Tafouka community was ready to work on co management and restoration of the resource because through investments and access to credit they had a quick and visible improvement of their economy].

- Co-management committees should be composed of members who represent their communities and respect the (i) internal mobilisation factors of the groups and (ii) defend issues of interests to the fisher folks. To obtain this “effective representation of fisher folks in the co-management committees” there is a need to invest in the organisation development process and through such an OD process develop a “community vision” that will give a more solid and sustainable organisational base for the functioning of co management committees, surveillance committees and development committees. Through OD assistance the “organised groups” will be able to take part more efficiently in the process and counter “elite capture” of the co management process and institutions.

**Article 7.7.4: Funding mechanisms**

- Integration in local development and funding mechanisms to sustain the functioning of the co-management institutions remains to be resolved. Involvement, from the start of the process, of local authorities has shown to be important to help them perceive benefits from fisheries activities. Local authorities who perceive the benefit from fisheries should show increased interest for integration of fisheries in the development plans, to negotiate partnerships and to assist the funding of the co-management institutions.

**Article 6.19: Livelihoods diversification**

- There are important gender concerns that need to be taken into account when assisting fisheries communities in livelihoods diversification. Studies [Benin, Congo] and outcomes [Chad, Niger, Burkina Faso] have documented the diversification practiced in fishing communities and the gender concerns in diversification that relate to (i) access to resources, (ii) the workload of women, (iii) the time available for women to undertake economic activities, (iv) the burden for developing diversification activities in poorer households is much more on the women, (v) the capabilities which permit wealthier households to diversify in activities outside the sector giving good profit margins and (vi) diversification activities undertaken by the poorer groups are often much less remunerating. To promote responsible resource management and reduce vulnerability in fisheries the promotion of diversification outside and in fisheries, should have a pro poor focus and address strategic gender interests of women and of the poor.

**Articles 7.1.7, 8.1.4 and 10.2.4: Organisation of MCS**

- Participatory surveillance projects can only be successful if there is an existing and functional national institutional device. PIP studies at the start of the project are therefore crucial for success [Guinea, Ghana; in Nigeria (cross river state) the link established between the community and the Navy made the community more aware of their rights to report intrusion of vessels].

**Articles: 7.6.9 & 8.5.1: Fishing techniques that are selective, respecting the resources and profitable**

- Women’s fisheries are different (gear and species caught) than those of men. Changes in fisheries regulations should analyse the impact on both male and female fishing practices.
- Introduction of new fishing regulations need to be accompanied by assistance and training on new fishing technology or techniques on how existing banned gear and techniques can be adapted to become “authorized” fishing gear. These accompanying measures can avoid

extra costs to fisher folk which is an important aspect when promoting the new regulations.

**Articles 6.13 & 6.16:** Participation in policy processes, inclusion and collaboration.

- Human and social capital development is crucial to the success of the integration of fisheries communities in socio economic local development.
- Vulnerability reduction leads to better participation in the co-management process. At the start of the co management process an in depth analysis of vulnerability and inequities (identification of mechanisms of exclusion and gender concerns) should be shared with key macro and meso stakeholders (translated into user friendly orientations which will permit all stakeholders to take these into account during their development initiatives) to increase the impact and the efficiency of the interventions.
- The actors from the post harvest sector should be participating in all NRM projects. Marketing chain analysis could inform the NRM projects on who are major stakeholders that need to be informed and participate in the debate.

#### Theme 2: Integration in local development

**Article 6.13 & 6.16:** Inclusion and collaboration, participation in the process.

- Sustainable development and involvement in local development of fisheries socio professional organisations needs to be based on a sound group dynamic that provides answers to the problems affecting the professional and social life of the fisher folk. The main issues for members of the SPO are their professional development, security, solidarity and mutual aid. Umbrella organisations should be based on a solid grass root organisation if not the umbrella organisations will be led by personal interests of the local elite and will be easily used by politicians and administration.
- There is no all purpose reply on needs for capacity building and each co management process is to be adapted to its context (socio, cultural, economic and political).
- Meso and macro level actors participation is crucial for the process. Debates on securing access to the resource should contribute to both (i) poverty reduction and (ii) economic growth objectives set by the government.

#### Theme 3: Marketing

**Articles: 6.7 & 11.1.1 & 11.1.8 & 11.1.9:** Improved handling of infrastructure, improved fish quality, food security, reduction of losses.

- Involvement of SPO in the management of fisheries service centres requires professional and business oriented training of the management team. Training capacities of NGO in business development are often limited and it is better to work within a Private-Public Partnership arrangement to access skills from the private sector [Cape Verde].
- Promotion of technology (through individual demonstration of infrastructure or “group based” infrastructure) needs partnership development with MFI to provide investment loans so that there is opportunity for replication.
- Female processors prefer processing in their compound (at HH level). This makes it possible to handle simultaneous household tasks and fish processing. This reality should be taken into account when investing and developing post harvest programs
- The private sector is a key stakeholder in marketing of high value fish. In order to better prepare and negotiate public private sector development initiatives it is important to work with specialised NGOs or programs with experience in establishing such contracts and agreements.

**Article 6.17 & 6.18:** Equity in income generation and access to funds and resources and fair and healthy working conditions.

- New communication technologies are important to capture market opportunities. Telephone services can open up a variety of possibilities for marketing, banking and security which are crucial to the well being of the sector and contribute to its productivity. Access to telecommunication for the fisheries communities should be supported by macro level stakeholders and decision makers who lobby with the private sector.
- Information from gender analysis, stakeholder analysis and wealth/ poverty profiling should help the administration and different institutions involved in economic development to discuss strategies for integration of all different sub groups in the local development (inclusive) with the post harvest sector stakeholders.
- Strengthening social and human capital is crucial for a successful implementation of marketing action plans.

### 3.2 Contribution to SLA

- **SLA tools (conceptual framework) and principles** that have given new orientations to the development process are: (i) the vulnerability context analysis and (ii) the analysis of the PIP. Other SLA concepts (capital assets, livelihoods strategies) were already known to an important number of partners (using participatory and people centred tools and approaches). The analysis of the vulnerability context and PIPs have in a number of community projects clarified practices of social exclusion and power relations (social networks, political processes, visible, hidden and invisible power). The results from the analysis were used to orient activities and include partners from other sectors to address entry points for economic, social and political empowerment. [The outcome of the multi stakeholder (micro finance initiative) concertation platform in Benin documents that it is possible to establish strategic partnerships in support to a pro poor micro finance intervention: decision makers in micro finance, fisheries, the Ministry of Family, Social protection and Solidarity and an NGO confirmed that they could contribute to the process within their mandate. The Fisheries department can orient their interventions on reduction of vulnerability of the communities with measures to promote responsible fisheries and to assist with techniques for diversification and promotion of aquaculture and diversification out of fisheries. Social exclusion, social cohesion and conflict management can be assisted by the Ministry of Family, Social protection and Solidarity through training of trainers on credit, management of IGA, literacy, women's rights and community development, the NGO can assist SPO].
- **Strengthening of social and human capital**, on which SFLP focussed (see prodoc), made the fisheries administration review its way of working and move away from the paradigm that the development of the sector should be based on increased production (investment in gear and technology) towards a development policy based on increased participation of fisher folks, organisation strengthening, application of co-management and support to alternatives for value added to the production [link poverty reduction with NRM issues like rights and entitlements].
- SLA tools (conceptual framework) have contributed to interesting processes of **exchange between micro, meso and macro level actors** as mainstreaming I/C and gender increased the need to have all levels contributing to the changes (interlocking actions). SLA and the principle of working "**people centred**", increased the **visibility of the fisheries administration at the micro level** and improved communication with fisheries communities. The administration in the co management process has practiced a "people first" learning process with the fisheries actors to the once providing information at the start and leading the process.

- **PIP studies** and commitments from micro-meso and macro level actors (+ supplementary training as the process progresses- co management, gender) are indispensable for a successful implementation of Community projects on participatory management. The SLA conceptual framework drew more **attention on processes**: (i) policies and institutions affecting the community, (ii) multi sectoral assistance and the establishment of partnerships, (iii) stakeholder consultation & negotiation and (iii) decision making processes & participation (capabilities and entitlements).
- SLA analysis made it possible to visualise and start addressing the effects of **micro finance policy and services** on social and natural capital [integrating Livelihoods analysis in gender analysis; tool 5 &6 SFLP gender toolkit + adaptation SEAGA tool to micro finance analysis].
- The Gender approach toolkit integrated the analysis of PIP, vulnerability and assets (use, entitlements, capabilities). The principles of SLA are integrated in the way the results of the gender analysis are used. The **gender action plan links livelihood-gender concerns to the community development process**. Participation and relationship are key issues both at the household level and community development level. **Changes in relationships are desired and defined by the community organisations. Local institutional practices are questioned and influenced** as the implementation of the gender action plan evolves [participation and relations- power and empowerment- social dialogue and cohesion].
  - Integration of women in decision making processes can not automatically be achieved by applying SLA. At the conception of the community projects (SLA diagnostic and formulation of CP) gender aspects were not enough analysed & taken into account. Making available gender action plans through participatory gender analysis has changed the communities' response and has given women opportunities to take part in the community development. Without the participatory gender analysis and gender action planning (Burkina Faso), women created a separate dynamic (led to women not participating in the decision making process for co management).
  - An efficient entry point to mobilise stakeholders to address gender changes is a win-win situation in economic empowerment (men, women, different socio economic groups).
  - Meso level actors capacity building is crucial to enable them to efficiently contribute to gender mainstreaming and assist the integration of fisheries communities in national HIV/AIDS control programs (co management committee and meso level stakeholders with important influence and power).
- SLA diagnosis and sharing the results with all stakeholders at different levels has **opened up the fisheries administration to new approaches for fisheries development. Creating an enabling institutional setting was considered most important for the fisheries development in a number of CPs**. Fisheries communities are not necessarily poor but vulnerability factors and risks contribute to limited development and affect the willingness of fisheries actors to make decisions on responsible use of the resources and fisheries development.
- **OD processes** are long and costly but are necessary to guarantee effective participation of fisheries communities in consultation and policy making for sustainable development and responsible use of the resources. Information sharing and power relations are addressed during this process and will lay the basis for good governance.
  - Analysis of the social context and the nature of conflicts provide crucial information for preparing training on good governance and transparency. These trainings will together with local development initiatives lay the basis and motivation for sustainable

- involvement of the communities and the different factions, in the co management process.
- Conflict management and social dialogue skills are essential issues in the capacity building of SPO and Umbrella organisations.
  - Training on social dialogue and on how to increase social cohesion is necessary for meso level stakeholders and resource persons.
  - Integrating gender concerns in organisation development increases social cohesion and efficiency. OD resource persons should be informed and guided on which gender concerns to integrate and how to integrated these systematically in their work
  - Decentralisation processes are not understood automatically by leaders of umbrella organisations. Training and information on how to address integration of fisheries in local development should be provided if impact on integration is to be achieved.
  - Where the studies on the contribution of fisheries to the national economy showed important opportunities for growth of the sector, in depth analysis of alternative pathways for development should be compared and studied on their gender impact, social impact and economic impact. This comparison should be restituted to both post harvest and capture stakeholders.
  - The fisheries departments have been able **to establish partnerships with other sectors**. It is difficult to develop partnerships at the start of the implementation of CP, when no success story can be shown but during reorientation of CP this became easier as impacts and efforts ongoing in the field were visible. In some countries the representatives of Fisheries sector umbrella organisations were actively involved in the negotiations. SPO and umbrella organisations that were able to establish partnerships have seen increased membership and motivation of their members [Congo, Niger, Gambia] but in some case the weak social cohesion and capital of the groups have affected negatively the partners willingness to support the process [Niger, Niamey] Associating at the start of the project the local authorities facilitated integration in the local development plans [Ghana, Chad, Nigeria, Côte d'Ivoire, Congo]
    - Literacy can catalyse the development process. Fisheries department should support **literacy for the sector**. The difficulties of the process to involve fisheries organisations in management is often the high illiteracy rate which makes it difficult to (i) achieve transparency and good governance, (ii) avoid elite capture and (iii) achieve equity in access to services (capture and post harvest stakeholders, different socio economic categories).
    - **MFI need more documentation on** (i) the specificities of the different actors involved in fisheries, their (ii) income and savings capacity and (iii) the state of the resource and the risks of the different fishing activities to be able to convince their management to get involved in the sector and to be able to develop the products needed by the fisheries sector. Advice and close collaboration with the CBO leadership, who are as well active in the sector, can be a way of internal control on reimbursement of the loans. [Chad, Niger, Benin, Gambia]
      - The study results documented the need for in-depth analysis in every specific context. It is impossible to generalise an income analysis and information on practical and strategic interests of the different socio professional categories. Women and men will give a clear indication on how micro finance can intervene and contribute to reduce inequities
      - Most of the CP did not practice savings before lending contrary to the practice in most banks and MFI which leads to poor connectiveness and preparation for access to S&C schemes with MFI.

- Motivation of group membership must be linked to shared problems and opportunities for solutions within the group context and group dynamic. The motivation of access to credit will stay an individual need and will not necessarily be a base for group dynamic and strengthening of the organisation. [Niger, Nigeria revolving funds caused conflict and the association of professional MFI has restored confidence and through trainings, clear policy and procedures healthy management practices have now been initiated]
- Mobilising fisheries organisations to **participate in the management of infrastructure** that is of direct impact on their economy is not difficult. Identification of all stakeholders and going through a collective process of identifying a common vision for the management and development is important for the sustainability. The organisations are in this context motivated to search for sustainable funding mechanisms and develop initiatives and partnerships.
  - Gender analysis should inform the management of infrastructure on gender concerns. The gender concerns that can be addressed and don't harm the economic performance of the infrastructure should be taken into account. Gender concerns with an impact on the economic performance could be lifted by supplementary capacity building, social dialogue processes and empowerment activities for the most vulnerable groups.
- **SLA & in depth gender analysis of chains** restituted to the different stakeholders is a key event in establishing marketing action plans. The SLA and gender analysis make it possible for the stakeholders to (i) negotiate changes in relations, (ii) take into account the need to reduce risks and vulnerabilities of the actors and (iii) build up mutual understanding on changes in relations that are needed in order to make the overall chain performance better. Post harvest actors should be encouraged to be involved in decision making processes both on the resource management and on local development (including investments in infrastructure). Too often the relationships between post harvest sector groups and the fishermen ,that influence the outcome of the activities, are not taken up in the change process this hinders poverty reduction and maximising the benefits within the sector at the community level.
- The fisheries department needs to be assisted in organising and planning **lobbying and advocacy** needs.
- The importance of **integration of I/C in the process** from the start has been documented in most countries:
  - Mobilisation effect of articles in the bulletin on partners, on communities and umbrella organisations
  - Support in lobbying and advocacy work
  - Important need for literacy and I/C assistance for information sharing both “catalysts” for building good governance and good leadership practices, giving voice to marginalised groups,

### 3.3 Models for future initiatives and ways of intervention

New ways of functioning should be proposed to the NCU and the following findings should be taken into account:

- The NCU which were most dynamic had one/or more of the following characteristics: (i) a full time staffing, (ii) motivated directors and staff and (iii) access to a budget provided by government (used for transport, organisation of meetings, stationary, supplementary DSA for field officers, etc). Functioning costs covered by the programme has been considered too limited for countries where the CP were situated at an important distance from the administrative centres. In a limited number of countries Local Coordination Units were put in place which has shown to be in some countries an efficient strategy.

- Funds made available for monitoring and evaluation were not used efficiently judging by the quality of reporting (not at all referring to the agreed indicators) and assistance given to partners and service providers.
- I/C officers and other members of the NCU were not at all visible in the Programme interventions and regular NCU meetings are rather exceptions.

NCU-NGO relations should be reviewed. The following issues could be considered.

- The NGOs have assisted the fisheries administration to intervene and interact in a different way with the fisheries communities. Their know how and working from a people centred approach combined with the SLA have led to improved communication and a better perception of the fisheries administration by the communities.
- In some countries the fisheries departments have been able to convince NGO specialised in other sectors to operate in fisheries.
- NGO support was in some countries difficult to mobilise. Another difficulty was that NGO had limited interest and/or know how on the fisheries sector. This has influenced the quality and the duration of the implementation of the community projects.
- Professional NGO could not be offered satisfying working conditions with the funding available through CP. This caused delay in availability (caused by more attractive offers by other donors) of the resource person or the NGO to work in CP.

NCU were not the multi sectoral forum they were supposed to become. Mechanisms to have a guaranteed multi sectoral forum should be included in the new institutional anchorage.

The active involvement of NCU in community projects and processes (CP+IS) were extremely important to achieve changes at the meso and macro level in PIP. This practice should be strengthened:

- The participation of the fisheries administration (meso and mostly macro level) has made it possible that the approach, the capacity building and the lessons learned from the community projects were integrated in other initiatives launched by the fisheries department: (i) in Niger the development of the national strategy for the development of fisheries and aquaculture, (ii) in DRC OD was introduced in the fisheries component of IFAD projects; (iii) in Chad the approach used in capacity building for the development of the micro finance activities was used in the Pilot project, (iv) in Nigeria the fisheries department will organise a meeting for fisheries departments from all states to present them the results of the community projects and to suggest that they start similar activities in their area.
- Active NCU coordinators have been able to establish partnerships and guarantee continuation of community project activities beyond the SFLP support

NCU institutionalisation, composition and positioning within the Ministry should reflect the need to be able to influence policies and institutions. Following observations could guide the reflection on a new institutional anchorage for NCU:

- Lack of I/C support to lobbying and advocacy processes and the position of the NCU coordinator has influenced the impact in terms of influencing policies and institutions.
- Some NCU have been able to establish strategic partnerships and collaborated well with the FAO representation which assisted processes for influencing decision makers.

### 3.4 Conclusions

- Many community projects have had visible impacts and were able to influence changes at the meso and macro level (institutions and policy processes). Some of the changes initiated on PIP will need further support for a larger application and dissemination.
- The NCU managed monitoring, evaluation and reporting, has been extremely weak. Poor reporting and documenting of results has limited the opportunities to make SFLP interventions visible and known to a larger public. Due to lack and poor quality of reporting it has been difficult for RSU staff to document the impacts and to convince the management to approve supplementary funding from SFLP. The way forward could be to analyse (cost/efficiency) the mechanism (funding resource persons ) used for participatory monitoring in Pilot projects and to define a strategy for monitoring and reporting on CP and IS.
- I/C assistance to CP & IS processes has been very limited and contributed to the difficulty of making SFLP interventions visible and known to potential partners.
- The CP and IS funding mechanisms can lead to dissemination at national level and influence PIPs. The factors that contributed to the success of the CP & IS funded processes are :
  - Connecting with lead organisations working on themes that received international attention: international year for MF, HIV/AIDS, management of natural resources, Malaria control, etc...
  - Profit from opportunities like revision of PRSP, national attention for aquaculture and fisheries, national interest for reform of the MF sector, national attention on food security, world food day events, etc.
  - NGO or service providers were well chosen and took interest in the fisheries sector with supplementary funding made available independent from SFLP interventions
  - Making available the know how and SLA experience in the formulation of projects by other donors
  - Formulating TCP using the experience and lessons learned from SFLP or complementarity's to SFLP interventions
  - Important national interest in the issues dealt with in the CP & IS (national strategy, direct visible impact, issue to be handled in a Pilot project (inland co management and the IS in preparation of the subject in Mali, Burkina Faso)
  - Important mobilisation of the fisheries actors and active participation of the communities
  - Motivated NCU and aim to have access to a Pilot project intervention
  - Participation and contribution to international meetings which made the results visible and attracted more national attention.
- The OD process has influenced the fisheries department way of working. Together with the processes of co-management and capacity building (co management, participation in local development, participation in management of infrastructure, etc...) the fisheries department has improved its visibility, communication and interaction with the micro and meso level stakeholders and there is improved participation and interest to participate in decision making (bottom-up).
- Gender approaches and OD processes have been able to contribute effectively to increased social cohesion, social dialogue and effective organisation of the sector.
- The studies conducted on migration , contribution of fisheries to the national economy the work undertaken on fisheries sector integration in the PRSP have contributed to the sustainability of the results obtained at community level and have contributed to mobilising the interest of partners and of decision makers.

- More diverse capacity building (mostly oriented on SLA (conceptual framework and principles) would be needed to mainstream gender, I/C and to have effective contributions of meso level actors in the processes.
- FAO representations, in some countries, have been very helpful in assisting the dissemination of results of CP and IS to a larger group of stakeholders. They have been crucial in processes to influence PIP and without their authority and relationships some of the results could not have been obtained.
- A better integration in FAO HQ normative work and more intense exchange and interaction with several divisions could have given important added value to the field work.

### 3.5 Recommendations

- In countries with a demonstrated positive interest and impact at micro and/or meso and/or macro level, a strategic planning exercise with the NCU and key stakeholders is needed. Through this exercise a number of strategic axes and processes (community and institutional support) to strengthen and continue the initiated changes will be defined. A follow up SFLP programme could fund action plans to support these countries. The fisheries administration should however be pro active and associate with other initiatives like PRSP (and ministries concerned). Proposals for HIPC funding should be introduced or request for co funding by other partners.
- In countries where the studies on the contribution of fisheries to the national economy showed important opportunities for growth of the sector, in-depth analysis of alternative pathways for development (pro poverty reduction growth) should be compared and studied on their gender impact, social impact and economic impact. This comparison should be restituted to both post harvest and capture stakeholders.
- Gender should be mainstreamed at the programme level. At the field level gender mainstreaming needs more capacity building and interventions at the macro level. In collaboration with regional fisheries bodies, FAO-RAF, ECOWAS and other key stakeholders (Ministries, PRSP- gender strategy responsables, National gender programs and the UN focal point for gender) such initiative could be started up in some of the countries where through Pilot project interventions or community & institutional projects there has been clear interest expressed by the macro level actors. The countries where work could be started on gender mainstreaming are: Congo, Niger, Burkina Faso, Mali, Côte d'Ivoire, Senegal, Cameroon, Chad, Cape Vert and Gabon. This implicates the availability of a budget line for gender mainstreaming
- A concertation platform could be set up in order to organise national partnerships and to establish a lobbying and advocacy strategy (see also I/C strategy ) per theme where SFLP has performed well. The I/C strategy should be discussed with regional organisations and with FAO, World Fish, NEPAD for common understanding of synergy and complementarity's of actions to push the fisheries agenda forward.
- Integration of I/C in processes that are leading to influence or change of PIP should be given the necessary attention right at the start. Professionals (preferably member of communication and information networks and an international dimension) should be taken on board. The professionals will lead the process but work in close collaboration with the NCU I/C focal point who should be in the role and with the responsibility of disseminating the information within the fisheries department and at the level of the Ministry. This implicates the availability of a budget line for I/C mainstreaming.
- Changes should be made to the funding mechanisms to provide supplementary support to partner countries where community and institutional support projects have initiated

(macro and the meso level) changes in policies and institutions. The funding mechanism should be subject to a strategic planning. The funding mechanism<sup>30</sup> could still be based on the protocols signed with the NCU but there should be options to include separate service contracts and partnership agreements with other key stakeholders than the fisheries department

- the budget limit for the funding should be increased
- training and capacity building for the different meso and macro level stakeholders could be subject to a cluster funding bringing together countries with similar processes.
- The SFLP should be based on the national strategic plans, identify key partners (lead organisations, international development agenda lead organisations, FAO HQ divisions) and establish collaboration agreements.
- Fisheries sector adapted SLA tools and methodologies, on poverty profiles, gender concerns and social processes should be developed and used in the context of the promotion of “inclusive development”. Training, dissemination of information and know how in social dialogue and OD to increase effective participation of the fisheries actors in the policy development process and in the definition of the sector development plans, should be part and parcel of the accompaniment of interventions in the countries.
- Action research projects should be continued on subjects where SFLP, through community projects and institutional support, has a positive impact at community level but still not yet on PIP level. The action research interventions should be a second step in the process and could address the following subjects:
  - mechanisms to reduce vulnerability;
  - mechanisms of exclusion, social cohesion and ways to increase inclusion;
  - participation in local development and decentralisation process;
  - formal and non formal education;
  - value chain development (including public private sector partnerships and pro poor and gender sensitive micro finance services);
  - community radio;
  - health issues (malaria impact, HIV/AIDS mitigation, reproductive health, water born diseases).
- NCU composition should be subject to an agreement between SFLP and the Ministry and should have at least one person full time available. The NCU should receive a minimum budget from the Ministry to guarantee effective coordination (role and responsibilities to be adapted to the ongoing processes in the country [strategic plan and axes]). The fisheries director could be presiding the NCU but the coordination function and practical decisions should be part of the ToR of the full time staff. Gender, I/C and monitoring could be subject to funding of a resource person (relais as used in the Pilot projects).

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<sup>30</sup> Pilot project management overhead costs and the process for starting up the project would not add value at this stage of the process of change. A funding mechanism making available longer term commitments with a resource person (or organisation) and higher levels of funding to round up the process of meso and macro level changes would be the ideal.

## **4. Annexes**