



REPORT

Workshop on Guidelines and Capacity Building for CAOPA Youth in Organizational Development

SALY /MBOUR, SENEGAL 28-29 JUNE 2021





INTRODUCTION

WHY SUCH A WORKSHOP

The Voluntary Guidelines for Sustainable Small-scale Fisheries in the Context of Food Security and Poverty Eradication are a set of international agreements on the management and development of sustainable small-scale fisheries.

Despite challenges related to resource scarcity, environmental degradation, outdated equipment and lack of adequate funding, artisanal fisheries remain the main sector that can address the employment crisis of women and youth in African countries. These difficulties are exacerbated by the pandemic of COVID-19, which has undermined the momentum of professional organizations for the sustainable development of the sector.

Indeed, **artisanal fisheries have paid a heavy price with the massive departure of skilled workers, including experienced captains who have chosen to emigrate as a solution to their employment problems and family poverty.** The emigration of young actors is one of the greatest threats to the artisanal fisheries sector.

However, through the VGs and other international and national instruments, opportunities exist and young people must take advantage of them through strong organizations led by rejuvenated leadership.

To ensure the mobilization of all stakeholders on the continent in view of the International Year of Artisanal Fisheries and Aquaculture 2022, the African Confederation of Artisanal Fisheries Professional Organizations (CAOPA) has initiated a workshop that brings together young people from member countries.

The aim is to prepare them to disseminate and raise awareness of the Guidelines by sharing experiences and the situation of the sector, and to discuss ways of emerging from lethargy thanks to the opportunities offered by this international instrument set up by FAO.

How?

The workshop took place in two stages over a period of two (02) days with the following specific objectives

- i) To share with the youth of CAOPA member organizations the content and modalities of an application of Guidelines;
- ii) To initiate youth of member organizations on organizational dynamics in order to prepare them to gradually take over.

On the pedagogical level, the approach adopted for the sharing of VGs content is articulated around different presentations illustrated by videos or documents; and for the introduction to the notion of organizational dynamics, a choice was made to discuss some key concepts that can be qualified as fundamental in the development of an organization.

At all stages, discussions were prioritized to share individual and country experiences in the field of artisanal fisheries and organizational development.

The agenda was respected with some corrections or adjustments necessary for the smooth running of the activity. One important adjustment should be noted. This was the introduction into the agenda of a presentation on the situation of artisanal fishing in Cape Verde. This was to compensate for the absence of this country at women's workshop organized in Ghana.

The field visit on day 3 took place in Nianing, a landing and processing site located 9 km from Mbour.

A group of 2 to 3 participants is designated per day for the daily report. The essence and details of the exchanges are recorded in this daily report.

By and with whom?

The workshop was attended by youth representatives from CAOPA member organizations from the following countries: Kenya, Tanzania, Uganda, Ghana, Mali, Guinea Bissau, Cape Verde, Gambia and Senegal. Gender parity was strictly respected and this only enhanced the



level of debate and a better understanding of the specificities of each stakeholder. CAOPA found it useful to include representatives of the community radio network led by their president.

PROCESS AND MAIN OUTCOMES:

PART ONE: GUIDELINES

1. Opening ceremony

The president of CAOPA, Gaoussou Gueye, after words of welcome and thanks to all participants for their efforts to be there, expressed his delight at the organization of such a workshop. He insisted on the deep motivations that led CAOPA to organize this meeting exclusively for young people.

From the beginning, CAOPA has integrated young people into its institutional set-up by adding a youth unit in order to better address their issues. But beyond their necessary mobilization on all fronts, it is recognized and accepted by all that the next generation must be prepared in the organizations at the national and continental levels.

African youth must not remain on the side-lines in this fight to safeguard the resource and the material and moral interests of actors in the "artisanal fishing" value chain.

For him, endurance and relevance are needed to face these grave-diggers. He briefly recalled the ten-year thinking process that led to the creation of CAOPA in 2010.

For President Gueye, CAOPA has not yet produced results and much work remains to be done to achieve the objectives that the members have set themselves.

The situation of artisanal fisheries is first and foremost a question of responsibility and principles of good governance.

He stressed the key words that young people, organizations and States need to embrace: "discipline, sustainability, transparency and accountability". It is extremely important to always ask the question: What is our share of responsibility for causes of the threats that the sector faces, such as fishmeal factories, plastic waste, non-compliance with laws and regulations, pollution of the seas due to the exploration and exploitation of gas or oil deposits, etc.?

CAOPA is hopeful for all these committed young people who are determined to take over. He concludes with a word of advice: "DO NOT PRECIPATE yourselves. And above all, let us not accept being poor as we are made to believe because we are feeding the world.

1. Communications

The introduction by the President of CAOPA was followed by three presentations:

A. On the presentation of CAOPA by Miss Khady Gueye, Languages and Communication Assistant;



B. on CAOPA's communication channels and tools, by Mamadou Aliou Diallo, Communication Officer;

C. On the impact of the Covid-19 pandemic on the artisanal fisheries sector by Mrs Khady Diop Thiao, Program Officer.

Ms. Gueye clearly explained the history of CAOPA as briefly described by the President.

She presented [the charter](#), [the organization chart](#), [the vision](#), [the](#)



mission and the different programmes. She insisted on the decision of the General Assembly to choose Mbour in Senegal as Headquarters of the organization, made official by order of the Ministry of the Interior of the host country. It was the same General Assembly that, at its last session, decided to change the duration of the mandate from three years and two terms to a non-renewable five-year term.

Gender equality in the bodies and regional balance are permanent concerns of the organization.

Mr. Diallo outlined CAOPA's communication strategy and the different means deployed by the organization to be up to date in this area. CAOPA's communication channels included the website www.caopa.org and other social media platforms, including Facebook and Twitter, as well as various seminars and face-to-face meetings.

With regard to the website in particular, he stressed its interactivity and provision for English and French. The availability of various reports and updates on upcoming events was also mentioned as a feature of the website. He informed the participants that there were plans to send newsletters to subscribers in the near future, through Newsletters.

The emergence of COVID-19 is being experienced as a tsunami on the evolution of the world in all areas and the fisheries sector has not been spared at all. Mrs. Thiao presented the online study on the impact of covid-19 on small-scale fishermen. She said that four questions were presented to answer. The answers highlighted the impact of Covid 19 on African artisanal fisheries, the state of small-scale fisheries, the interventions undertaken by the respective countries and the solutions to the problems identified.

Impacts include restrictions that negatively affect sector activities, increased IUU fishing, resource scarcity and poor information sharing. There have been immediate interventions to mitigate the impacts including covid19 protocols, distribution of items, fundraising activities and the use of ICT and online technology to market products.

Several solutions are being considered, including

- Implementing social protection policies on SSF, health and housing.
- Setting-up of national disaster management bodies
- Setting-up of risk and disaster management bodies
- Conservation and reduction of pressure on fisheries, etc.

CAOPA plans to repeat the study to refine the outcomes and publish them.

In the second set of presentations, Mr Dawda Saine, Secretary General of CAOPA, gave a presentation on the contents of the Guidelines, but illustrated with examples of the precarious and fragile situation of women.

For example, in the Gambia, women are displaced from their processing sites without compensation and this is the case in several countries.

For governments, this is a necessity for the development of the blue economy. *"Faced with the risks of disaster due to climate change, we must work for coherence in our policies in order to speak with one voice for a common response. All institutions must work together in the implementation of the Guidelines,"* said Dawda Saine.

The different chapters of the VG are presented.

This presentation was made by Sarita from Cape Verde, who explained women activities in artisanal fisheries, from boat and gear ownership to processing and marketing. She answered questions on the nature of fishing shipments, fish marketing, trawling and the activities of



industrial vessels and aquaculture. She emphasized the particularities linked to the insular character of Cabo Verde and the culture of the island populations.

With all this introductory information on CAOPA and the VGs, it was then time to discuss the roles and responsibilities of young people in the implementation. Mr Dawda facilitated by raising questions before opening discussions with youth. The following priorities emerged: capacity building and acquisition of relevant knowledge, education and awareness raising, advocacy, networking, proposal writing, communication and ocean pollution control.

2. Roadmap for IYAFA 2022

Two groups were formed on basis of language (English or French) to think about strategies for implementing SSF guidelines actions and the agenda for IYAFA 2022.

The results of their discussions are as follows:

Anglophone Group	Francophone Group
Discussion of strategies for implementing the Guidelines	
To simplify the Voluntary Guidelines	Capacity building for young people
Train young people on SSF guidelines, other international instruments, fisheries management strategies.	Awareness-raising among stakeholders through various communication channels.
Develop a communication strategy (target media, Fishermen leadership, canoe and	Organize meetings / exchanges with professional organizations



gear owners, etc.)	
Develop country action plans (youth)	Promote the involvement of customary authorities
Networking and creating platforms for interaction between fisheries stakeholders and state actors	Getting messages across in primary and secondary schools
	Take note of resources available to raise awareness of these issues among stakeholders
	Organize concerts, tea-debates on specific themes related to the guidelines.
	Organise regatta days
	Advocacy around stakeholders
Actions and agenda for IYAFA 2022	
Start a project, e.g. a waste management committee (fishermen, processors, traders).	Conduct an awareness-raising tour from January to December 2022 in the member countries, stakeholders, media, TFPs
Set up a local organizing committee (work with CAOPA, FAO and other partners).	Organize a workshop and conference on 8 March, International Women's Day. Actors: women's organizations, TFPs, the ministry in charge
Develop and implement a communication strategy for awareness raising	Organize field visits and awareness-raising on 8 June, World Oceans Day. Actors: media, member countries and TFPs
Appoint IYAFA Ambassadors	Organize a cleanliness day on 19 September Actors: Youth, State
Advocate for a position and commitment of the respective country presidents on SSF guidelines	Organize regattas / canoe races during the national celebrations of each country Actors: media, CAOPA member countries, PTF, State
	Distribute kits on 21 November, World Fisheries Day Stakeholders, media, TFPs, Member countries, State

PART TWO: INTRODUCTION TO ORGANIZATIONAL DEVELOPMENT

It became very clear that CAOPA and the facilitator, Mr Ngagne Mbao, do not pretend to train young people in organizational development in one day. **How can we make them aware of the importance of organizational development?** The approach consisted in sharing with them the definition of some concepts and specifying their real meaning in the life of an organization through examples drawn from the experience of each of them.

3. What is an organization?

The facilitator, Mr. Mbao, handed out two different coloured cards to the participants:

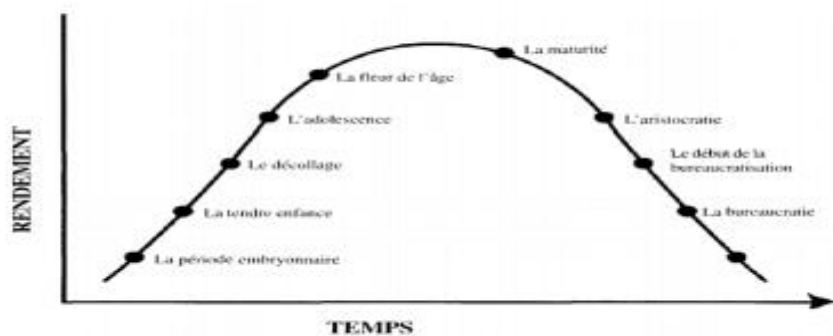
- i) Give a definition of an organization and write it on the card;
- ii) five minutes later consult with your neighbour and give a common definition of an organization.

Lesson: the more you consult and discuss in your organizations the more precise and united you will be in your actions and efforts. Complementarity is a main rule in an organization. The following definition was chosen among others:

The facilitator's comments focused on the key words highlighted in the definition and some of the stages of the life cycle. There is a need to differentiate and highlight the nuances between **association, group and team**. CAOPA understood this very early on and drew up a charter and its own constitution before better specifying its objectives in a vision and mission set out in strategies and operational programs: **a common desire to be together to defend a common ideal.**

An organization is an association of people, structured according to a system of rules, values, ideals and pursuing well-defined objectives. (FRAO 1993).

An organization is like a living being, it is born, grows, develops, declines and dies. At each stage of this evolution, the organization encounters specific problems (see below the life cycle of an organization).



4. FOUR IMPORTANT PILLARS IN AN ORGANIZATION

For a well-functioning organization Mr. Mbao shared and discussed four important concepts: the **external context**, **organizational motivation**, **organizational capacity** and **organizational performance**. They are all measurable through their different components.

He started from the diagram (see Improving organizational performance, IDRC 1998), to discuss and illustrate the content of each component. *What is important to remember is that each component can and should be assessed to enable the organization to develop smoothly and meet the expectations of members and stakeholders.*



THE EXTERNAL CONTEXT

- ADMINISTRATIVE AND LEGAL
- SOCIAL AND CULTURAL
- TECHNOLOGICAL
- POLITICAL
- STAKEHOLDERS

ORGANIZATIONAL MOTIVATION

EVERY ORGANISATION HAS ITS OWN RHYTHM, PERSONALITY, PURPOSE AND MISSION.

- HISTORY
- MISSION
- CULTURE
- INCENTIVES

THE ORGANIZATIONAL ABILITY TO CHANGE

ORGANIZATIONS NEED TO BE ABLE TO CHANGE QUICKLY. THEY NEED LEADERSHIP THAT IS



ABLE TO BRIDGE THE GAP BETWEEN INTERNAL AND EXTERNAL REALITIES IN ORDER TO IMPROVE THE PERFORMANCE OF THE ORGANIZATION.

- STRATEGIC LEADERSHIP
- HUMAN RESOURCES
- FINANCIAL MANAGEMENT
- ORGANIZATIONAL PROCESSES
- PROGRAMME MANAGEMENT
- INFRASTRUCTURE
- LINKS WITH OTHER ORGANIZATIONS.

ORGANIZATIONAL PERFORMANCE:

The performance of an organization is shown in the activities it undertakes to achieve its mission. Performance is shown in the activities taken to achieve its mission, its understanding or definition is determined by the position of the stakeholder.

- EFFECTIVENESS
- EFFICIENCY
- RELEVANCE
- FINANCIAL SUSTAINABILITY

All these concepts are presented and discussed with participants. The facilitator emphasized the history, mission, leadership, financial management, efficiency, effectiveness, relevance and financial sustainability that contribute to organizational performance.

"An organization must master some areas to remain effective," said Mr Ngagne Mbaou. The main objective of an organization is to be efficient in order to provide services to its members and to be up to date with information to defend the interests of the sector. The more independent the organization is, the stronger it will be.

PART THREE: SALY DECLARATION

As is customary at CAOPA, all decisions or orientations of a meeting are written down in a declaration. Young people were no exception to the rule. Thus, the agenda was slightly

modified to allow them to work on the content of a strong message to be delivered to the world, to Africa, in the presence of media (see Annex 3). This reading took place on the third day on the edge of the Atlantic Ocean and the message will be echoed on the waves of this nourishing sea.

Immediately afterwards, the field visit took place with women from Nianing.

1. THE CLOSING CEREMONY:

Very simple, it was marked by thanks and commitments on both sides. Each participant was given a certificate of participation by the President.



SEE APPENDICES

1. Workshop agenda

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2. Saly Declaration





**Provisional agenda for a workshop to share VGs and build the capacity of CAOPA youth in organizational development
28 and 29 June 2021 in Mbour**

DAY 1

Schedule	Work	Actors
9:00 - 9:30 A.M.	Registration and set-up of participants	CAOPA
9H 30 – 10H 00 AM	Speech by the President of CAOPA	CAOPA
	Introduction of Participants	Participants
10H 00 – 10H 30 AM	Family photo Coffee-Break	
PRESENTATIONS		
10H 30 – 10H 50	Presentation about CAOPA	CAOPA team
10H 50 - 11H20 AM	Presentation of the FAO Voluntary Guidelines	CAOPA
11H 20 - 12:00 AM	Discussions and synthesis	Facilitator
12:00 AM- 01:00 PM	Presentation on women's activities in the artisanal fishing sector in Cape Verde Questions and answers	Representative of Cape Verde
01:00 AM- 02:00 PM	Roles and responsibilities of youth in the development of artisanal fisheries in Africa; awareness-raising and dissemination of SSF Guidelines in Africa Questions & Answers	Facilitator
02:00 - 03:00 PM	LUNCH	
03:00 - 04:00 PM	Reflection on the implementation strategies of the Guidelines in the different represented countries	CAOPA Facilitator
04:00 - 04:15 PM	BREAK	
04 :15 -04 : 45 PM	Presentation of the results of the group work.	Facilitator
04 :45 -05 : 00 PM	Actions and agenda for IYAF 2022	Facilitator
05 :00 – 05 :15 PM	Summary of the day End of day 1	Facilitator

DAY 2: Capacity building in organizational development (OD)

Schedule	Work	Actors
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8.30 - 8.45 A.M.	Presentation of Day 1 report	Host Organization CAOPA
8.45 - 10.00 am	Introduction to organizational development: organization? Typology of organizations? Life cycle of an organization?	Facilitator
10:00 - 10:15 A.M.	COFFEE BREAK	
10.15-12.30AM	OD case study: CAOPA? history, basic texts, human resources, strategies, programs, partners	Facilitator CAOPA
12:30 - 01:00 PM	Discussions and synthesis	Facilitator
01:00 - 03:00 PM	LUNCH	
03:00 – 04:00 PM	Brief presentation of some youth organizations Questions & Answers	Facilitator Voluntary
04:00 - 04 :45 PM	Roles and responsibilities of young people in the organizational development of CAOPA	Facilitator CAOPA
04:45 – 05:00 PM	Preparation of the field trip on Day 3 - logistics	CAOPA
17:00 - 17:15	Summary of the day Break End of day 2	Facilitator

Day 3: Field visit

09:00 - Youth meeting with the press
11:00 - Departure for Nianing
17h 00 return to Mbour

STATEMENT BY CAOPA YOUTH CELL

SENEGAL/SALY 30 JUNE 2021

Youth is indispensable in all human institutions and enterprises, as well as in artisanal fisheries.



At the first youth cell meeting of the African Confederation of Professional Organizations of Artisanal Fisheries (CAOPA), which was held in Saly Portudal, Senegal from 28 to 30 June 2021, we, representatives of our different organizations and countries in Africa, discussed the following points

1. CAOPA as an organization;
2. Awareness raising and effective implementation of SSF guidelines in Africa;
3. Organizational development;
4. IYAFA (International Year of Artisanal Fisheries and Aquaculture) 2022.

Regarding the existence of CAOPA as an organization;

1. We find CAOPA's Charter ambitious, practical and relevant to protect the interests of artisanal fishers, support artisanal fisheries and protect Africa's marine resources and ecosystems.
2. We consider the setting up of CAOPA Youth Unit as a challenge to African youth to build our capacity and acquire relevant fisheries knowledge in order to effectively participate in fisheries governance and management at local, regional and international levels.
3. We call on:
 - i. African youth to take up the challenge;
 - ii. Respective organizations to duplicate this CAOPA initiative; and
 - iii. Respective governments to prioritize youth involvement in fisheries governance and management.

Regarding the voluntary guidelines for sustainable small-scale fisheries

1. We recognize that this is a comprehensive instrument to mobilize resources, skills and competencies to address stakeholder interest in food and nutrition security, poverty eradication and environmental sustainability, with a view to achieving the Sustainable Development Goals.
2. We declare our ownership of the Voluntary Guidelines for Sustainable Artisanal Fisheries and are ready to raise awareness, involve stakeholders and mobilize support for effective implementation in our respective countries.
3. We commit ourselves to promote the implementation of the Policy Framework and Reform Strategy for Fisheries and Aquaculture in Africa.



Regarding organizational development

1. We are motivated and equipped with relevant knowledge to build functional organizations that support the achievement of CAOPA's objectives.
2. We are committed to converting the knowledge acquired into concrete actions for the development of grassroots organizations.
3. We commit ourselves to strengthening the involvement, training and awareness-raising of our peers.

On the International Year of Artisanal Fisheries and Aquaculture (IYAFA 2022)

We share the view that the International Year of Artisanal Fisheries and Aquaculture (IYAFA 2022)

The introduction of an International Year of Artisanal Fisheries and Aquaculture (IYAFA 2022) is recognition of the contribution of artisanal fisheries and aquaculture to food and nutrition security, the achievement of human rights and the Sustainable Development Goals (SDGs).

We commit to:

1. Be ambassadors for the International Year of Artisanal Fisheries and Aquaculture (IYAFA 2022) in our respective countries.
2. Facilitate the setting up of organizing committees in our countries;
3. Carry out actions to celebrate the International Year of Artisanal Fisheries and Aquaculture (IYAFA 2022).
4. Set up a CAOPA Youth Committee to coordinate activities related to the celebration of the International Year of Artisanal Fisheries and Aquaculture (IYAFA 2022).

We call:

1. Our governments, the African Union, the FAO, technical and financial partners, civil society, the media and all artisanal fishing communities to invest in and support all actions for the success of the International Year of Artisanal Fisheries and Aquaculture (IYAFA 2022).

Done at Saly, 30 June 2021

CAOPA Youth Unit (CYU)