



Pemba Bay Whole-System-in-the-Room Workshop Report

Pemba, Mozambique
July 26-28, 2011

The Global FISH Alliance (G-FISH) promotes sustainable fisheries and aquaculture practices through the application of a system-wide approach that balances economic, environmental, governmental, and social components essential to enhancing livelihoods and biodiversity. Supported by the U.S. Government and partners, G-FISH brings together government, private sector, and civil society to work collaboratively on specific fisheries around the world.

Applying a systems approach to social change for over 15 years, the System-wide Collaborative Action for Livelihoods and the Environment (SCALE) communications-driven management approach results in greater impact at scale, creating social capital, strengthening governance, and increasing sustainable economic growth and livelihoods. This innovative approach provides all stakeholders with a common road map to initiate, implement, and evaluate system-wide collaboration. The only way to ensure a sustainable solution is to involve all parties who have a vested interest in the fishery. The end result is that stakeholders become committed to implementing action plans created together and sharing resources, thus translating ownership of the issue into local leadership structures. G-FISH empowers people to become the drivers of their own development process by strengthening their capacity for informed decision making and sustainable, collaborative action.

The Global FISH Alliance initiated the SCALE process in Mozambique in April 2011 to start the *Local Initiative for the Development of Sustainable Fisheries in Pemba Bay* effort. The second step of the SCALE process, the Whole-System-in-the-Room (WSR), strategic planning retreat gathers diverse stakeholders to establish common ground goals and develop collaborative work plans. This report highlights the WSR conducted in Pemba, the Cabo Delgado region of Mozambique, on July 26-28, 2011. The whole system was gathered at the Catholic University of Mozambique in Pemba under the theme "*Improving Livelihoods through Sustainable Fisheries in Pemba Bay*". The report is organized as follows:

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I. Workshop at a Glance

- 69 participants
- Eight stakeholder groups:
 - Government
 - Fisherman
 - Community Leaders
 - Researchers
 - Middlemen
 - Media
 - NGOs/Associations
 - Private Sector
- Eight common goals agreed upon by all participants. Conservation of the environment was a consistent theme for a number of groups who made it a key component of their common goals. Everyone agreed to pursue, the following common goals (in no particular order) in the next ten years:
 - Improve Conservation and Management of Marine Resources
 - Improve Communications for Collaboration and Coordination
 - Increase Training and Capacity in Best Practices
 - Greater Promotion of Alternatives to Fishing Activities
 - Improve Monitoring and Regulations
 - Create More Research Initiatives in the Fisheries Sector
 - Increase Investment in Infrastructure
 - Encourage More Associations
- Stakeholder groups developed and presented short-term and medium-term collaborative action plans (next three months and three years). These plans will help G-FISH identify what issues the project will address in the coming months. Some of the actions include, but are not limited to:
 - Government: improve communications with fisheries actors, establish a plan of action to create an entity that will work on sector coordination;
 - Fishers: create a Committee for Conservation;
 - Community leaders: police and control harmful fishing practices and equipment;
 - Researchers: do baseline studies on existing species, create a database of marine life, and start with the process of creating conservation areas;
 - Middlemen: form association of middlemen and work with other stakeholders on conservation efforts;
 - Media: disseminate fisheries legislation and create weekly information spots in several local languages;
 - NGO's and associations: create management committees for preservation of marine resources; and
 - Private Sector: disseminate information on fisheries legislation.
- Forty-two interviews were conducted for a Social Network Analysis baseline study.

II. Opening of the Workshop

WSR Opening: The workshop opened with a speech by the facilitator, Patrick Papania, who explained that the event was funded and supported by USAID as part of the Global FISH Alliance (G-FISH). He informed the participants that the SCALE approach would be used throughout the WSR. He introduced several students as helpers at the event and announced that Mr. Miro Guarda, Zacarias Mário, and Eça de Queirós would assist in facilitation. He explained that the participants would be working together in self-managed sessions over the next three days using exercises provided by G-FISH as part of the SCALE approach to project development. During the next sixteen hours of exercises, the participants would come up with common goals and create collaborative action plans addressing the agreed upon common goals.

Opening Speech: The opening speech was given by Mr. Armando John Supeta on behalf of the Members of the Pemba Bay Working Group. He greeted all of the participants and introduced the other members of the group. Mr. Supeta noted that the goal of the project was to improve the fisheries sector in Pemba Bay, with a focus on spreading the benefits of fisheries to all segments of the population while assuring better natural resource management.

While introducing the principles of the WSR, Patrick Papania led an activity in which each participant placed his/her fingers together in order to form a square. Each participant then looked through the square at students. When observing the students with their hands outstretched, participants were limited in their view, some seeing only their heads, others only their hands. When the participants pulled their hands closer to their faces, they were able to see the students in their entirety. Mr. Papania announced that the goal of the workshop is to help the participants see sustainable fisheries differently and through the perspective of others. Every participant has a role to play in fisheries, but everyone is currently working only on a small portion of the entire system. By coming together, all actors can work together towards improving fisheries in Pemba Bay by establishing common goals and beginning to work more collaboratively.

The facilitators then described the format of the workshop to the participants:

- All ideas are welcome; the objective is to establish common goals, not solve problems; problems will not be solved during the workshop, but they will be noted.
- Presentation of different roles of self-management: moderator, time keeper, note taker, and presenter; these roles will allow each group to manage itself with minimal assistance from the facilitators.
- Different people learn in different ways; we must respect how others learn and the knowledge that they bring.
- The common objective (sustainable fisheries) must be achieved through local solutions developed in a global context.

III. Focus on the Past

The facilitators introduced the exercise for reviewing the past and establishing the basis for everyone participating in the event. Participants identify common events in the past that influenced their lives and fisheries in three different categories:

- 1) Local events (in one's town, region, or country) that influenced fisheries;
- 2) Global events that affected fisheries on the global level;
- 3) Personal events that influenced one's own life.

After all of the participants noted the events on three large time lines, they were asked to make three-minute reports that summarized the commonality of each time line. During this exercise, the participants were seated at eight tables in mixed groups with one stakeholder from each group. Three groups worked on each category. Each group gave a presentation on its assigned event. The goal of the exercise went beyond "breaking the ice" to demonstrate how everyone at the workshop shared a common past in certain events. Below is a brief account of three of the reports that were made:

➤ Local events

One event of particular importance for participants was the death of the first President of the country, Mr. Samora Moisés Machel. This event is of particular importance due to the uncertainty surrounding the future of the country which led to mistrust and uncontrolled widespread use of natural resources, damaging the environment and depleting fauna. It put pressure on the need for seafood to ensure food security. Other events listed were:

- 1964: Fishing in Pemba was a large scale compared to the present;
- 1964-1985: Number of fishermen was lower, as well as the vessels;
- 1975: Independence of Mozambique;
- 1986-2011: increase in the number of fishermen and boats;
- 2000-2004: Increase in number of illegal fishermen and decrease of fish;
- 1980: Increase in environmental damage;
- 1981: Increased death of whales and the civil war in Mozambique;
- 1984: Shipwreck that killed 60 people from Pemba;
- 1986: There were many fish in the district of Metuge;
- 1985: Erosion and separation of the neighborhood of Paquitequete and Kumissete;
- 2004: Cabo Delgado is supplied with electricity from Cahora Bassa Dam;



- 2005: Fisheries development in the district of Pemba-Metuge; expansion of the city of Pemba;
- 2005- 2011: High prices and reduction on the size of fish;
- 2011: Piracy, road accidents, lack of fish.

➤ Global events

The Portuguese revolution on April 25, 1974 opened the door for independence from Portuguese colonies in Africa. Even though this brought freedom of movement and allowed people to use more of the resources, it created the conditions for destruction of marine life. Other events mentioned by participants as having a great impact on their lives were:

- 1940: World War II;
- 1950: Establishment of the UN;
- 1960: Baby boom;
- 1992: Freedom of Nelson Mandela and the Rio World Summit;
- 2002: Brazil the world champion of football;
- 2008: Election of Barack Obama;
- 2011: New state of Southern Sudan.

➤ Personal experiences

There are several key personal experiences that were shared by all participants. While bound together by these common experiences, the diversity in the groups allowed them to provide different perspectives on how they became interested in fisheries. Below are some examples of personal experiences:

- 1960: Initiation rites;
- 1964: He was a fisherman;
- 1965: Start of studies;
- 1968: Death of parents; Travel by boat for the first time; Legalization of fishing boat;
- 1973: Military life, learned to fish for the first time in the river Lurio;
- 1972: First time air trip;
- 1975: Independence of Mozambique;
- 1984: Travel to Portugal in search of better living conditions;
- 1990: Marketer of fresh fish; first time in the *madrassa* and school; graduation in Islamic teaching in Sudan.

IV. Focus on the Present

Presentation by facilitators: Guarda and Zacarias led this group brainstorming sessions, which opened Day 2 exercises. He explained that participants would be focusing on present trends in Pemba Bay fisheries. Trends would not be judged or evaluated; the purpose was only to identify important movement within the fisheries sector. This would be a reflection on the present that would help all the participants to create a “mind map” that identified all current trends and issues. The trends and issues that were noted included:

Increases

- Increase in construction of houses on the coast (at the shoreline)
- Increase in the use of mosquito nets for fishing
- Increase in demand for fish
- Increase in number of associations
- Increase in conservation areas
- Increase in demand of tourists
- Increase in marine pollution
- Increase in prices of fishing boat engines
- Increase in temperature at sea
- Increase in the number of foreign fishermen
- Increase in harmful fishing techniques
- Increase in the capture of small fish
- Increase in fuel prices
- Increase in practice of marine sport
- Increase in purchasing power of foreigners
- Increase in pressure to the sea
- Increase in the number of informal vendors
- Increase in the number of foreign migrants
- Increase in the price of meat
- Increase in number of hotels
- Increase in research
- Increase in funding for the fishing sector
- Increase in destruction of corals
- Increase in destruction of mangroves

Decreases

- Decrease in the capture of fish
- Decrease in respect for traditional culture
- Decrease in benefits for the population
- Decrease in sanitation and hygiene
- Decrease in employment opportunities
- Decrease in alternatives to fisheries
- Decrease in the fishing engines

After having created a collective list of trends, individuals voted on the six trends that are of most interest to them and where they would most like to focus their energy.

Next, the participants returned to their seats. The various stakeholder groups were asked to identify three to five issues or trends of most concern to them. Each group identified the trends, listed ways they were addressing them, and what they were not doing that they would like to be doing. Below is an account of what each stakeholder group reported:

Government

The most important trends in fisheries today for the government are:

- Use of harmful fishing techniques;
- Decrease in enforcement of fisheries legislation;
- Devastation of mangroves;
- Dissemination of sustainable fishing techniques;
- Creation of district and provincial committees of fisheries management.

Local government representatives believe that control of fishing equipment should be enforced. All actors must participate in the process, especially the communities since they are the direct beneficiaries.

Media

The most important trends in fisheries for the media are:

- Increase in the use of harmful fishing techniques;
- Increase in the fishing period;
- Decrease in control and policing of the sea.

The media believes that increased collaboration among stakeholders is of paramount importance. The press can be used to better inform the population about important issues, and also to educate them in best practices and better use of natural resources. They are important players in dissemination of important information to the public. They have collaborated with AMA and NUNISA on awareness programs through debates on the radio.

Community Leaders

The most important trends for community leaders today are:

- Increase in night fishing;
- Decrease in control and policing in the sea;
- Increase in the use of harmful fishing techniques.

Community leaders have engaged in different activities especially in regulating and policing their areas. This has led to the capture and confiscation of harmful fishing equipment. They would like to work with the authorities in the future in the establishment of night fishing prohibition.

NGOs and Associations

The most important trends in fisheries today for the NGOs and Associations are:

- Credit crunch: there is a lack of access to credit;
- Increase in the use of drag-fishing technique;
- Increase in the price of fish.

The Associations are working with the Middlemen to raise awareness about the fish traders who sell the fish depending on the amount of purchase.

Researchers

The most important trends in fisheries today for the researchers are:

- Increase in mangrove destruction;
- Increase in use of harmful fishing techniques;
- Decrease in control and policing in the sea;
- Increase of illegal fishing.

Researchers propose to do a study and suggest measures to change the current scenario. This will include collection of environmental data in the Pemba Bay and dissemination of the results of study to different stakeholders in Pemba Bay. Also, they want to create awareness among fishers on the consequences of using certain fishing techniques.

Fishers

The most important trends for fishers today are:

- Increase in night fishing;

- Increase in use of harmful fishing techniques;
- Decrease in access to micro-credit schemes;
- Increase in the number of illegal foreign fishermen.

Local fishers are currently working with government to monitor foreign fishers. However, efforts have been undermined due to increasing number of local fishers who accept bribes.

Middlemen (informal vendors)

The most important trends in fisheries today for the middlemen group are:

- Increase in the use of harmful fishing techniques;
- Decrease in the amount and size of captured fish;
- Increase in the price of fish;
- Increase in fuel prices;
- Increase in the number of fishing boats.

Middlemen are engaged in raising awareness among fishers about using the appropriate fishing nets at sea.

Private Sector

The most important trends in fisheries today for the private sector are:

- Reduction of credit opportunities;
- Increased in marine pollution;
- Decrease in compliance with legislation;
- Increase in the price of fish.

Private sector is increasingly lobbying and advocating to work with government in order to provide more credit opportunities for private sector and fishers.

V. Focus on the Future

The facilitators explained that during the next exercise each group of mixed stakeholder representatives would imagine that it was in the year 2021. The groups would then imagine how life had changed over the past ten years, and expressed their vision of the future in a creative manner. Over the course of two hours, the mixed stakeholder groups prepared and performed skits about the future and what their vision holds. Many plays focused on how increased fish stocks would lead to food security and job growth in the area. The plays focused on protecting marine resources as the solution.

VI. Common Goals

The evening of day one, mixed groups came together to identify their common goals in Pemba Bay fisheries. Each group formulated goals. During the morning of day two, everyone discussed the various goals and created categories to better organize those goals. These categories became the common goals of everyone in the system, and they are as follows:



Improve Conservation and Management of Marine Resources

- Creation of sanctuaries and managed areas;
- Support and disseminate use of best practices;
- Restoration of mangroves;
- Improve hygiene and sanitation in Pemba neighborhoods.

Improve Communication for Collaboration and Coordination

- Development of methods of communication;
- Better inform stakeholders about fisheries related legislation;
- Improve accessibility of communication in relation to fisheries;
- Create a center for coordination and communication;
- Outreach and dissemination of fisheries legislation;
- Establish a communications framework that is effective and long lasting.

Increase Training and Capacity Building in Best Practices

- Improve fishing techniques;
- Train fisherman on open sea fishing.

Greater Promotion of Alternative Activities to Fisheries

Improve Monitoring and Regulations

- Mobilize communities to do control and policing;
- Acquire means for policing;
- License fishers for better control.

Create More Initiatives in the Fishing Sector

- Create small credit schemes for fisherman;
- Promote research around the Pemba fishery;
- Develop and manage tourist sites to promote a clean environment.

Increase Investments in Infrastructure

- Pave roads throughout the fishing regions;
- Supply electricity to the fishing regions;
- Purchase equipment for processing.

Encourage Associations

- Assist fishers and middlemen in the creation of associations.

VII. Collaborative Action Plans

After creating the common goals, each stakeholder group came up with short and medium-term action plans. They were presented by each group as follows:

SHORT TERM ACTIONS	LONG TERM ACTIONS
Government	
<ul style="list-style-type: none"> • Publish and disseminate legislation; • Enforce regulations; • Disseminate and demonstrate sustainable fishing techniques; • Increase monitoring and policing of the coast; • Control and monitor fishing equipment; • Mobilize fishers on the advantages of open sea fishing; • Lecture in schools and community regarding best practices. 	<ul style="list-style-type: none"> • Improve infrastructure such as roads, electricity, etc.; • Work with other stakeholders for participatory resource management; • Reforestation of mangrove; • Acquisition of equipment for policing the coast; • Lobbying donors for funding projects.
Fishers	
<ul style="list-style-type: none"> • Mobilize fishermen and educate them on the benefits of sustainable fisheries; • Create committees of management for marine resources; • Improve and disseminate knowledge on sustainable fisheries. 	<ul style="list-style-type: none"> • Reforestation of mangrove; • Creation of marine protected areas; • Repopulate marine species.
Community Leaders	
<ul style="list-style-type: none"> • Mobilize communities for monitoring and policing; • Work with government for prohibition of night fishing. 	<ul style="list-style-type: none"> • Mobilize communities in co-management efforts.
Researchers	
<ul style="list-style-type: none"> • Study existing marine species; • Create a database; • Disseminate results. 	<ul style="list-style-type: none"> • Create conservation areas; • Repopulate species close to extinction; • Reforest mangroves.
Middlemen	
<ul style="list-style-type: none"> • Mobilize fishers on the advantages of sustainable fishing techniques; 	<ul style="list-style-type: none"> • Work with microfinance institutions for credit for fishers and middlemen.

<ul style="list-style-type: none"> • Create an association of informal vendors; • Lobby the government and communities to create more fishing areas. 	
Media	
<ul style="list-style-type: none"> • Improve communication for collaboration; • Disseminate fishing legislation; • Provide weekly information on fishing activities. 	<ul style="list-style-type: none"> • Lobby for the creation of protected areas; • Hold specialized debates with experts, fishers, community leaders, etc.; • Create articles in the press; • Develop quarterly bulletins.
NGOs/Associations	
<ul style="list-style-type: none"> • Create committees on preservation and management of marine resources; • Regulate and control price speculation; 	<ul style="list-style-type: none"> • Create areas of marine protection; • Reforest mangroves; • Repopulate species; • Build supporting infrastructure for the fisheries industry.
Private Sector	
<ul style="list-style-type: none"> • Disseminate fisheries legislation; • Inform other members of the group on the outcomes of the WSR; • Hold periodic multisectoral meetings; • Work with communities on marine preservation and conservation. 	<ul style="list-style-type: none"> • Work with community to change awareness; • Lobby government and NGO's for the establishment of micro-credit; • Train associations and middlemen on Business Plan development; • Work with government and NGO's to promote alternate activities to fishing.

In addition, each stakeholder wrote down their personal commitments to action.

VIII. Closing

The meeting concluded with a reminder that the action plans will help everyone identify the needs of the community in order to come up with potential interventions. It was noted that it is important for participants to be loyal to their commitments; the success of the project will depend on the collaborative actions engaged in by local actors. By the end of the event, three committees were formed: Conservation Committee, Communications Committee, and Research Committee. The Conservation Committee had the most participants and agreed to pursue three activities initially:

- Tackling the use of damaging fishing equipment
- Creation of periodic management zones (no fishing zones);
- Fighting defecation

The project is small financially but it will have a big impact due to increased communication and collaboration among all stakeholders. Neither money nor foreign experts will solve the challenges of sustainable fisheries, but success can be reached

through better communication and collaboration between the different groups. G-FISH challenged the participants to unite behind their goals and predicted that if everyone is united in the goals articulated, there will be sustainable fisheries in Pemba Bay.

IX. Since the WSR

Since the WSR, the committees have met and things are moving forward. The Conservation Committee, consisting of 12 representatives, met and determined that six communities around Pemba should be informed about the WSR and sensitized on some of the key issues to solicit their buy-in on creating a sustainably managed fishery with better marine resource governance, managed areas, and improved sanitation of beaches.

The Committee self-organized and identified two point people per community to meet with fishers, community leaders, vendors, and others about the WSR and fisheries during the week of August 22-26. In addition, the Committee requested a well-respected member of the Provincial Fisheries Department be present to endorse the meeting and an expert in marine protected areas from Quirimbas National Park be present to share information about the experience of creating protected areas in Mozambique.

G-FISH's technical expertise was requested to develop the method of facilitation and information dissemination for these meetings. G-FISH suggested an interactive format that included debriefing about the WSR, breaking into small groups to discuss and visualize how each community member would like to see the fisheries, and finally, committing to how communities can drive these changes. The meetings are provoking more discussions and requests for protected areas and better communications in the Pemba fishery.

Also, the Ministry of Fisheries is having a national meeting in Pemba at the end of August and the Conservation Committee requested time to present the WSR outcomes and explain the community commitments to gain support from the government. The Ministry agreed that the WSR report could be circulated during the meeting to inform them about the effort and solicit their support in the movement to improve fisheries management.

The Communications Committee has tasked itself with supporting the objectives of the Conservation Committee by pursuing multiple channels of communications to disseminate information and call to action other community members to support changes to the Pemba Fishery. Working Group member, John Supeta, published a story about the status of fisheries in Pemba and the WSR event.

The Research Committee is looking at ways to integrate current local research initiatives around the Pemba fishery with the community to better understand the dynamics affecting the fishery and better serve the needs of communities through research. In particular, Lorio University recently received a grant from the Government of Portugal to begin a stock assessment and other related fishery research in Pemba Bay. The G-FISH team is working to align this initiative's time frame with G-FISH's work so the community can influence and benefit from the research leveraging each project's expertise and funding.

This pilot project has successfully brought a diverse group of stakeholders together to discuss and change the way the fisheries, which impacts the whole region, is managed. The Global FISH Alliance and the *Local Initiative for the Development of Sustainable Fisheries in Pemba Bay* will continue to support the Working Group and organize the community to promote the common goals. The Global FISH Alliance seeks investment in the common goals and is leveraging funding from foreign governments, the private sector, and nongovernmental sources.