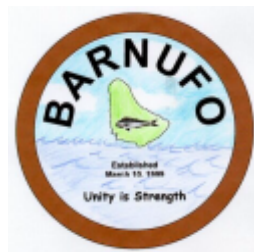


Barbados National Union of Fisherfolk Organisations (BARNUFO)

Strategic Plan
2002 - 2006



April 2002

TABLE OF CONTENT

TABLE OF CONTENT	1
INTRODUCING BARNUFO	2
PLANNING METHODOLOGY	3
VISION	4
CHALLENGES TO BE OVERCOME.....	5
STRATEGIC DIRECTIONS	6
Building Human and Financial Capital.....	7
Strengthening Our Organisation Through Networking	7
Fostering Partnerships Between Government and the Industry.....	8
FIRST YEAR IMPLEMENTATION PLAN.....	8

LIST OF TABLES

Table 1. Strategies for building human and financial capital.....	7
Table 2. Strategies for strengthening BARNUFO through networking.....	8
Table 3. Strategies for fostering partnerships between government and the industry	8
Table 4. One-year calendar of actions to implement the strategic directions	9

LIST OF FIGURES

Figure 1. Structure of BARNUFO	2
Figure 2. BARNUFO's action agenda	3
Figure 3. Technology of Participation Participatory Strategic Planning Process	4
Figure 4. Vision elements and their explanation.....	5

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INTRODUCING BARNUFO

The Barbados National Union of Fisherfolk Organisations (BARNUFO) is a secondary, or umbrella, organisation dedicated to the betterment of the fishing industry and its participants, and to increased food security for the nation. It is not a trade union, but an alliance or federation. The body was officially formed on 10th March 1999 when it replaced an informal fisherfolk organisation coordinating council. The members of BARNUFO are the primary fisherfolk organisations of Barbados, not the individuals in the industry (see Figure 1).

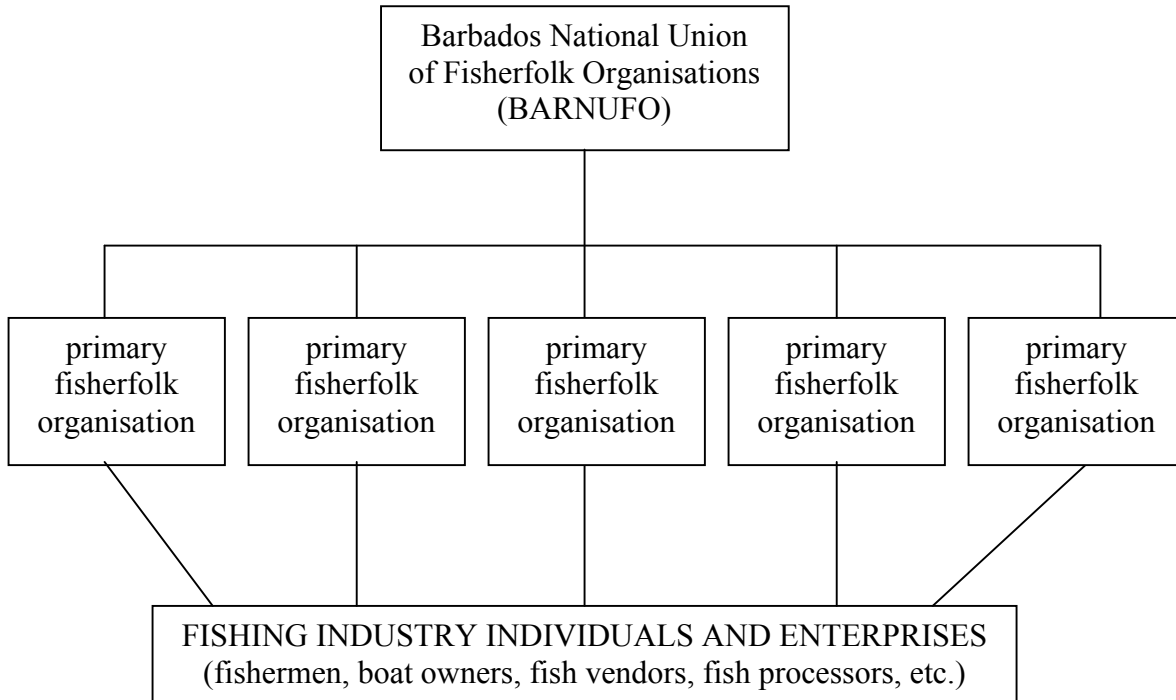


Figure 1. Structure of BARNUFO

Two persons can be selected from each primary member organisation as representatives in BARNUFO. The elected officers of the Board of Directors are a President, Vice-President, Secretary, Treasurer, and an Assistant Secretary/Treasurer. The members elect the Directors at an annual general meeting, after which they are responsible for ensuring that the Union meets its objectives as determined by the members according to the written constitution. BARNUFO's mission is to fulfil the requirements of its member fisherfolk organisations with a view to improving their socio-economic conditions based on sustainable development of fisheries. The organisation intends to play a significant role in the fishing industry in Barbados, from the hook to the cook.

BARNUFO has already achieved quite a lot in its short history, despite limited capacity:

- ◆ Successfully persuaded government to provide compensation after a major fish kill in 1999
- ◆ Joined forces with the government in disbursing about \$500,000 in fish kill compensation
- ◆ Obtained a grant from an international agency for national fisheries management planning

- ◆ Provided coordinated fishing industry input into the 2001-2003 Fisheries Management Plan
- ◆ Represented the fishing industry at international meetings on fishery and small island topics
- ◆ Represented the fishing industry at local meetings as its main recognised stakeholder group
- ◆ Became a member of the national Fisheries Advisory Committee that reports to the Minister
- ◆ Proposed and received government grants for establishing and operating a BARNUFO office
- ◆ Trained members of primary fisherfolk organisations in several areas related to fisheries

In achieving these successes BARNUFO became bolder in setting even higher objectives and greater goals for itself as members and non-members called for more from the organisation. Some of the demands that BARNUFO has been expected to meet include:

- ◆ Supplying fisheries equipment and providing physical facilities for the fishing industry
- ◆ Training member organisations even further in matters pertaining to the fishing industry.
- ◆ Developing economically efficient methods of fishing in responsible and sustainable ways
- ◆ Marketing fish and fishery products as a service to the industry and for capitalisation
- ◆ Negotiating with government and local or external agencies in matters of interest to members
- ◆ Organising a variety of activities to promote and improve the general welfare of members
- ◆ Engaging in fisheries resource management and conservation locally and internationally

Given its scarce resources and limited capacity, BARNUFO recognised that not all of these worthy initiatives could be achieved at the same time. A strategic approach to the growth, development and delivery of its services was needed as part of its action agenda (Figure 2).

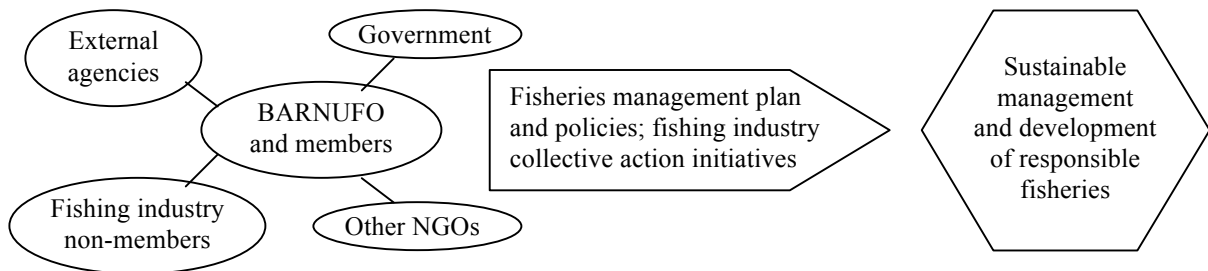


Figure 2. BARNUFO's action agenda

To increase its ability to carry out its mandate and more effectively serve its membership and the nation's fishing industry, BARNUFO has completed the following five-year strategic plan. This document describes the planning process and the outputs that comprise the strategy.

PLANNING METHODOLOGY

BARNUFO was kindly assisted by a local facilitator¹ to guide the development of the strategic plan. The Technology of Participation (ToP™) Participatory Strategic Planning method (Figure 3) was

¹ Sharon Almerigi, People Dynamics Associates: Phone: 246-432-2011, Fax: 246-432-7415, E-mail: salmerigi@caribsurf.com

used. The Institute of Cultural Affairs², a non-profit organisation concerned with helping groups think, talk and work together, designed ToP methods that are used worldwide.

All planning sessions took place at the BARNUFO office centrally located in Bridgetown. In keeping with its philosophy of collaboration and inclusive participation a wide cross-section of stakeholders and partners were invited to help develop the strategy. Participants included Directors of BARNUFO, primary fisherfolk organisation representatives, personnel from the Government’s Fisheries Division, a regional non-governmental organisation and others.

Because this planning methodology may be unfamiliar to readers, the following sections provide insight into the process as well as detailing the outcomes that make up the strategy. More information on the various workshops that comprise the process is available from BARNUFO. A companion document, aimed at the partners instrumental in activating the strategic plan, sets out the comprehensive 90-day plans that make up the first year of actions to implement the strategy.

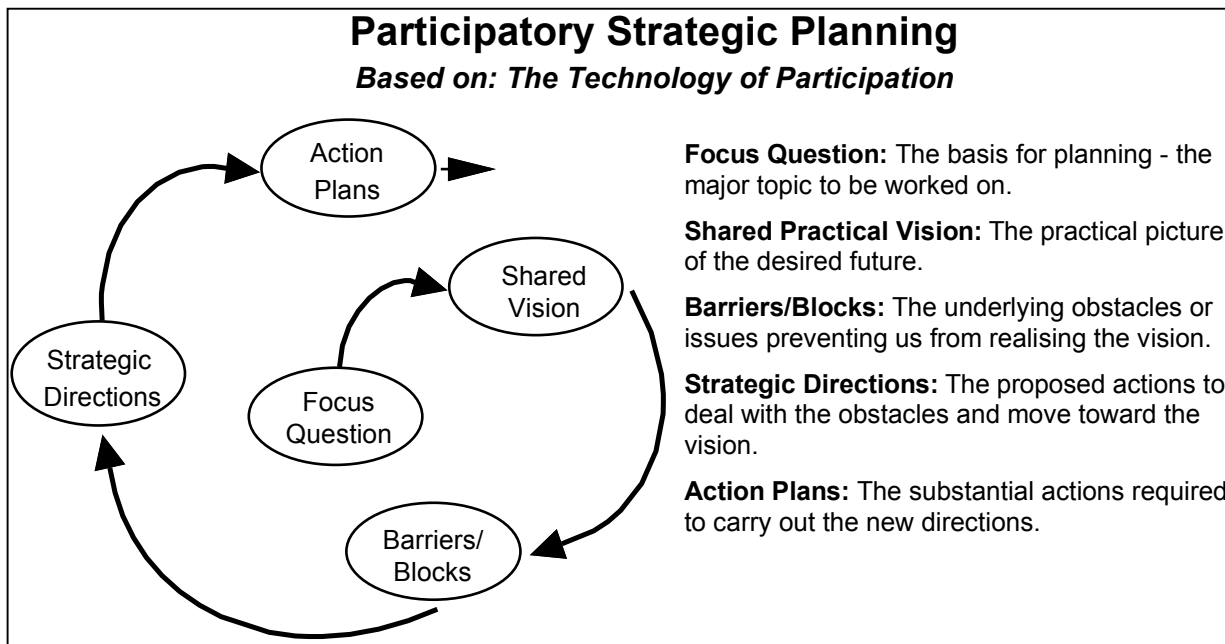


Figure 3. Technology of Participation Participatory Strategic Planning Process

VISION

The first step was to create a shared vision for BARNUFO in the context of the fishing industry five years from now. In the vision workshop participants answered the focus question, *“How can we strengthen BARNUFO in the next five years to effectively serve the fishing industry?”* The result was a consensus on a shared practical vision consisting of seven vision elements. These vision elements are illustrated and explained in Figure 4.

² The Institute of Cultural Affairs (www.ica-usa.org) is headquartered in the USA with offices in 28 other countries.

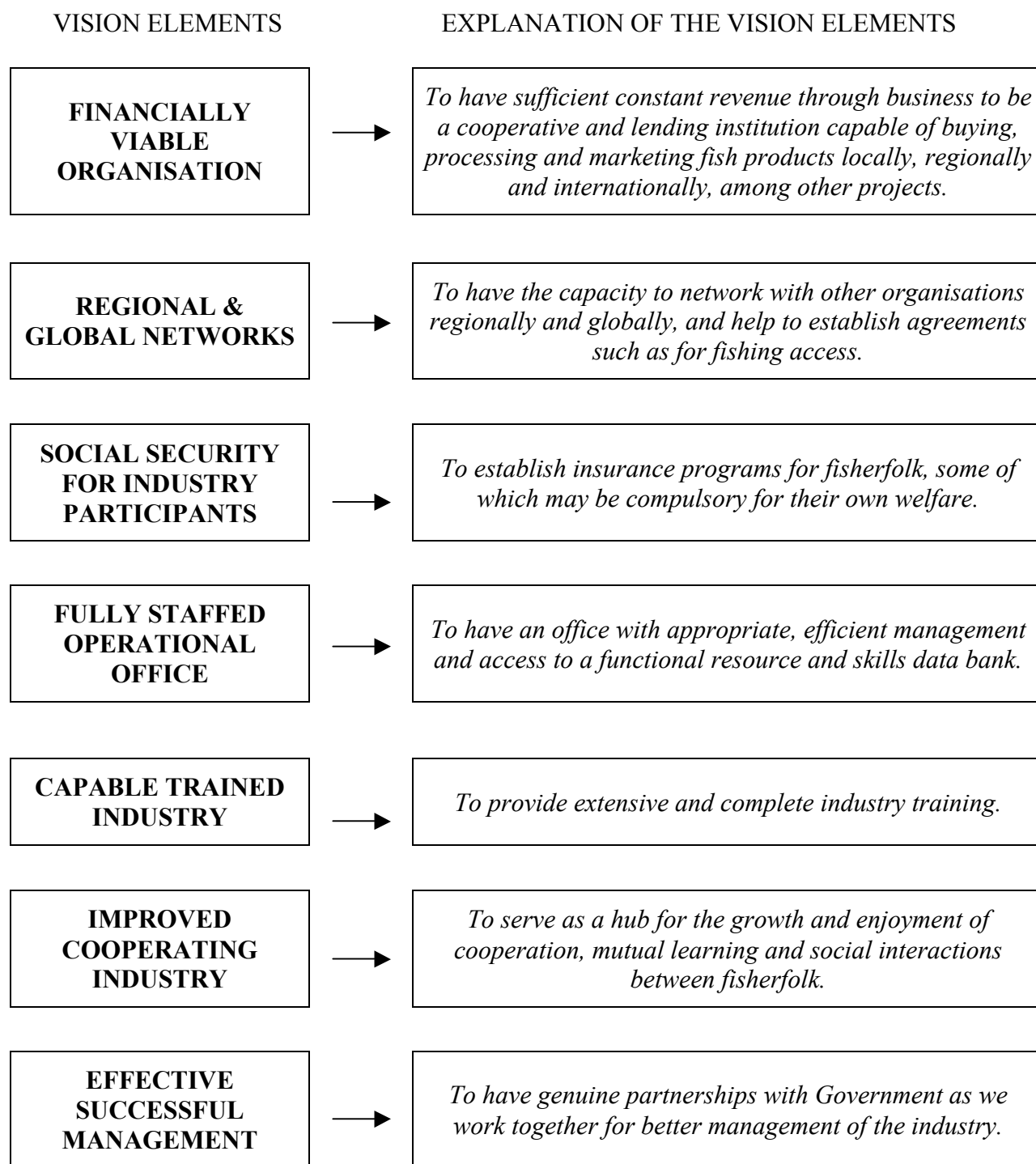


Figure 4. Vision elements and their explanation

CHALLENGES TO BE OVERCOME

Participants explored the underlying blocks that are preventing movement toward the shared vision and came to consensus on five key challenges to be overcome. To do this, they answered the focus question, “*What are the blocks and barriers that are keeping us from moving toward our vision?*” These blocks include historic and societal trends, as well as images, attitudes, structures and patterns out

of which people operate, but are no longer relevant or appropriate. See Figure 5 for the consensus on challenges to be faced.

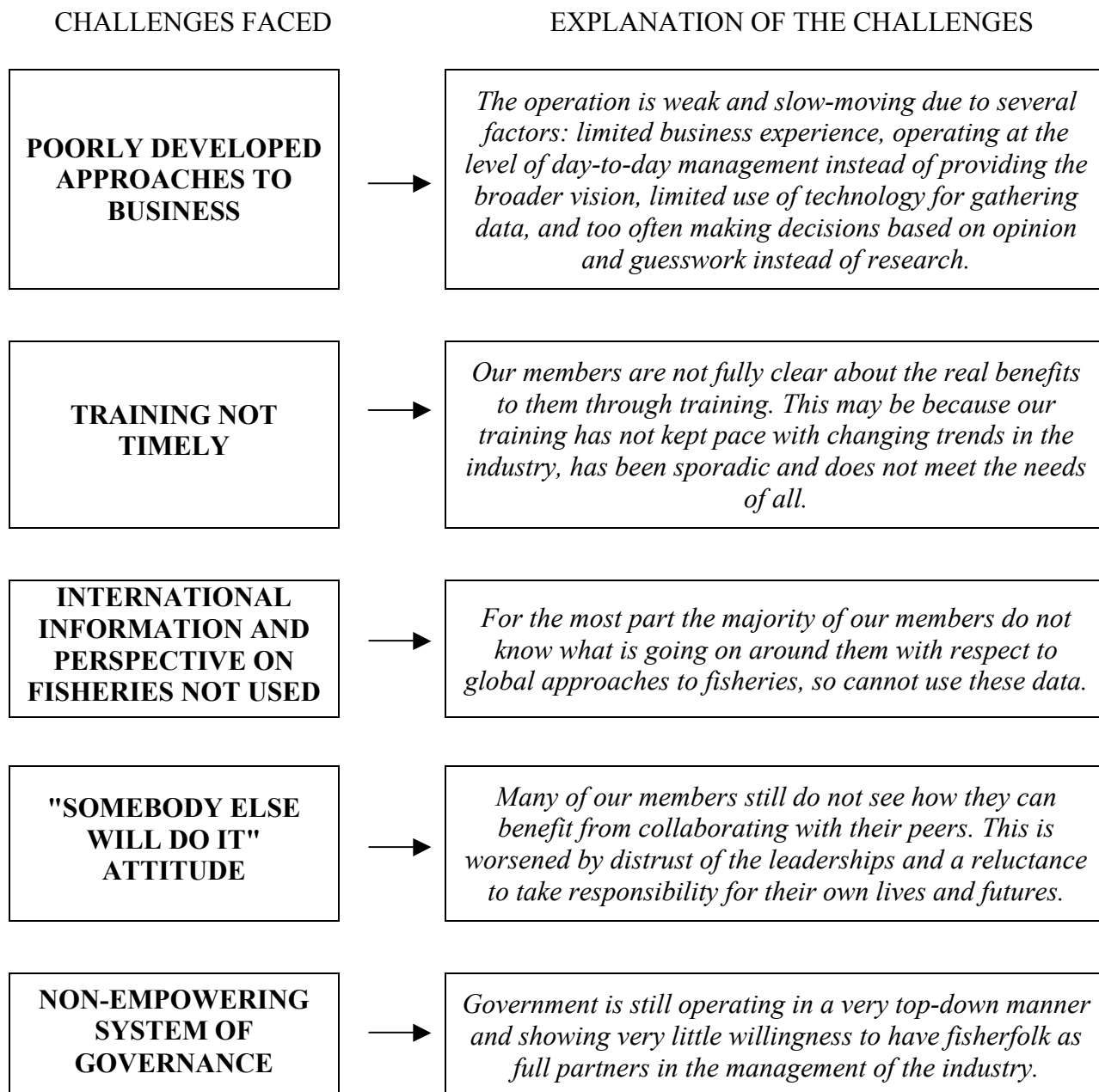


Figure 5. Challenges to be faced and explanations of them

STRATEGIC DIRECTIONS

Strategic directions are broad avenues of action that will impact a block or overcome a challenge and catalyse movement in the direction of the shared vision. Three strategic directions, each with several contributing components, comprise the 5-year strategy as shown in Tables 1 to 3 below.

Building Human and Financial Capital

This strategic direction is key to establishing BARNUFO on a sound financial and operational footing. BARNUFO recognises that many non-governmental organisations fail because they are not sufficiently business-like and rely too heavily on external assistance to survive when times are difficult, as the period from 2002-2006 may turn out to be. This direction has the highest priority for the members of BARNUFO.

Table 1. Strategies for building human and financial capital

STRATEGIES		
Provide Training To Meet Demand	Build Capacity For Business	Improve Information Use
<ul style="list-style-type: none"> • Train fishers • Use of professional for training • Implement tracking and measurement mechanism/system • Network with training institutes • Forecast human resource needs for training • Utilise trainer of trainers • Educate leads to power • Comprehensive training program for industry 	<ul style="list-style-type: none"> • Hire enough professional staff • Training in business development and administration • Improve physical infrastructure • Merge <u>all</u> small business entities (fishers organisations) • BARNUFO Business Plan (1, 5, 10 years duration) • Generate quick result demonstration projects • Be proactive with goals and re-visit regularly • Develop and follow business plan • Set realistic goals, objectives and targets 	<ul style="list-style-type: none"> • Identify suppliers information • Keep records of people trained • Research information • User-friendly international information • Improve use of information technology

Strengthening Our Organisation Through Networking

BARNUFO is already operating on the principle of networking as a means of building its own capacity and that of member organisations. However the fishing industry in Barbados, as in many places, is extremely competitive. In several local fisheries organisations there has been a strong tendency for individualism and free-ridership that is in opposition to the quite significant collaboration and cooperation that characterise many fisheries activities and enterprises in the industry. BARNUFO wants to build on the latter for collective action.

Table 2. Strategies for strengthening BARNUFO through networking

STRATEGIES	
Networking For Organisation Progress	Promote responsible collective action
<ul style="list-style-type: none"> • Representation on Government and (NGO) delegations • Greater cooperation between Government and representative agencies for industry • Co-exist with other fishery organisations • Practice politics of inclusion • Establish regional fisherfolk organisation • Establish and maintain links with international organisations • Link with NGO's/interest groups/organisations (common interest/goals) 	<ul style="list-style-type: none"> • Become a stronger lobby group • Promote responsible attitudes • Community-based collective action groups • Encourage members to be responsible • Seek non-government support programs

Fostering Partnerships Between Government and the Industry

Requiring special attention is the relationship between the members of BARNUFO and the state authorities that have ultimate responsibility for the sustainable management and development of the fishing industry. These partnerships need to be strong, productive and proactive with the expression of mutual respect.

Table 3. Strategies for fostering partnerships between government and the industry

STRATEGIES	
Reinforce Value Of Fisheries	Shift Government Support To Favour Organisations
<ul style="list-style-type: none"> • Promote value of fisheries to Government • Reintroduce "Fisheries" as a ministry 	<ul style="list-style-type: none"> • Increase Government benefits to fishery organisations • Reduce Government's benefits to individuals (collective)

FIRST YEAR IMPLEMENTATION PLAN

The Implementation Plan is a set of actions that will initiate the organisation's movement from where it is today, via the strategic directions, to where it hopes to be in the future as expressed in the shared vision. This was dealt with in two parts: the completion of a one-year calendar of accomplishments, and 90-day action plans that detail how the first accomplishments will be launched. Table 4 only provides this initial calendar in order to broadly illustrate to interested parties how we will begin implementation. The 90-day action plans that will be formulated and evaluated for the entire 5-year period on an annual basis are documented separately. BARNUFO's planning year is similar to the fishing

year, running from October of one year to September in the following year. This scheduling should assist in coordinating planning and implementation of actions.

Table 4. One-year calendar of actions to implement the strategic directions

Strategic Direction	1st Quarter Action Plan	2nd Quarter Action Plan	3rd Quarter Action Plan	4th Quarter Action Plan
Building Human and Financial Capital	<ul style="list-style-type: none"> • T.O.R. recruit manager or executive directors • BARNUFO task force to reconsider its mandate and function • Identify training needs • Identify key people for training • Establish fund-raising committee & develop 1-5 yr funding plan 	<ul style="list-style-type: none"> • Distinguish between primary and secondary organisation functions • Non-organisation members invited to join BARNUFO board • Restructure BARNUFO Board for responsiveness • Seek info on funding, i.e. projects, training • Access funds for training 	<ul style="list-style-type: none"> • Increase subventions and grants • Work plan for different fisheries • Business training workshops • Develop data bank of fisherfolk • Assist primary organisation strategic planning • BARNUFO planning 	
Strengthening Our Organisation Through Networking	<ul style="list-style-type: none"> • Make links with overseas fisherfolk • Link to Agreements with non-fishery resource people or organisations • Provide information to fisherfolk about other organisations • Routinely use internet and produce newsletter 	<ul style="list-style-type: none"> • Recreational facilities for fisherfolk • Create a social circle with organisations - sports, parties, fund-raising 	<ul style="list-style-type: none"> • Personal vision workshops • Fisherfolk honesty pay tolls • Role playing presentations about fisherfolk practices • BARNUFO promote fisher honesty through education (bumper stickers) • Networking between fisherfolk • Highlight positive role-models • Linkage with Government and non-governmental organisations • Contact local organisations 	

Table 4 (continued). One-year calendar of actions to implement the strategic directions

Strategic Direction	1st Quarter Action Plan	2nd Quarter Action Plan	3rd Quarter Action Plan	4th Quarter Action Plan
Fostering Partnerships Between Government and the Industry	<ul style="list-style-type: none"> • Lobby Government to invest in the industry 	<ul style="list-style-type: none"> • BARNUFO improves FAC power within the Government 	<ul style="list-style-type: none"> • Identify industry incentives and distribute to fisherflok in understandable terms 	<ul style="list-style-type: none"> • Duty or tax concessions to F.I.O. members only • Improve industry social and economic statistics • Provide Government with intimate knowledge of industry