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StewardFish

Profile of fisherfolk leaders in CRFM member states

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The University of the West Indies - Centre for Resource Management
and Environmental Studies (UWI-CERMES)



Developing organizational capacity for ecosystem stewardship and livelihoods
in Caribbean small-scale fisheries
StewardFish Project



StewardFish

StewardFish is focused on empowering fisherfolk throughout fisheries value chains to engage in resource management, decision-making processes and sustainable livelihoods, with strengthened institutional support at all levels in the Caribbean and North Brazil Shelf Large Marine Ecosystem (CLME+) region.

The project is being funded by the Global Environment Facility (GEF), implemented by the Food & Agriculture Organization of the United Nations (FAO) Sub-Regional Office for Latin America and the Caribbean, and executed by five (5) regional partners - Caribbean Natural Resources Institute (CANARI), Centre for Resource Management and Environmental Studies (UWI-CERMES), Caribbean ICT Research Programme (UWI-CIRP), Caribbean Network of Fisherfolk Organizations (CNFO), and the Caribbean Regional Fisheries Mechanism Secretariat (CRFM Sec.) in Antigua and Barbuda, Barbados, Belize, Guyana, Jamaica, St. Lucia and St. Vincent and the Grenadines.

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ABSTRACT

Organizational leadership is one of the most important roles of both women and men in the fishing industry. Empowerment of fisherfolk organization and strengthening or development of their capacity, especially in relation to leadership, is important to the successful implementation of the 2014 Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines) and the realization of sustainable fisheries and stewardship. UWI-CERMES undertook fisherfolk organization leader assessments in fisherfolk organizations in each of five StewardFish project countries – Antigua and Barbuda, Saint Lucia, Barbados, St. Vincent and the Grenadines, and Belize - for developing a leadership profile to better understand gaps in leadership competencies in the region.

Thirty-six leaders (8 women and 28 men) were interviewed across twenty-one fisherfolk organizations of three governance level types (primary, national and regional). Fisherfolk organizations are male dominated. The findings of the leadership survey show that there are many more men than women in leadership roles in the fishing industry in CRFM Member States. Leadership in fisherfolk organizations tend to be held by mature women and men between the ages of 50-59 years old, and are predominantly devoid of youth. Both women and men first take up leadership positions in fisherfolk organizations in their mid- to late forties, but women assume leadership roles earlier than men; typically after being in the fishing industry for under ten years. On average men spend twice as long in leadership positions than women.

Leaders take on leadership roles for both altruistic and self-enhancing reasons. Fisherfolk organization leaders currently face and anticipate numerous and diverse challenges that are primarily internal or mainly organizational (?), and external due to shocks and pressures that provide potential threats to the success of fisherfolk organizations.

Good leadership of fisherfolk organizations is fundamentally important to the success of collective action of small-scale fishers in achieving local, national and even regional successes with respect to management, policy and stewardship in the fishing industry. Our work contributes to a baseline of knowledge on fisher organization leaders in the region. It confirms some already known information on fisherfolk organizations, documenting this and new information.

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1 INTRODUCTION

The University of the West Indies Centre for Resource Management and Environmental Studies (UWI-CERMES) is a partner with FAO in the implementation of its project on Developing organizational capacity for ecosystem stewardship and livelihoods in Caribbean small-scale fisheries (StewardFish). The seven-country project (for Antigua and Barbuda, Barbados, Belize, Guyana, Jamaica, St. Lucia, and St. Vincent and the Grenadines) aims to empower fisherfolk throughout value chains to engage in resource management, decision-making process and sustainable livelihoods, with strengthened institutional support at all levels. This report is delivered for Activity 1.1.1.3 in project Component 1 which focuses on “Developing organizational capacity for fisheries governance”. The activity is to “Deliver training, network capacity building with NFOs to form a CNFO leadership institute” (Table 1).

Table 1 Leadership profile within the Letter of Agreement

Component/Outcome/Output	Activity
<p><u>Component 1</u>: Developing organizational capacity for fisheries governance <u>Outcome 1.1</u>: Fisherfolk have improved their organization capacity to meet objectives that enhance well-being <u>Output 1.1.1</u>: Leaders with strengthened capacity in management, administration, planning, sustainable finance, leadership and other operational skills</p>	<p>1.1.1.3: Deliver training, network capacity building with NFOs to form a CNFO 'leadership institute' a) Profile of current fisherfolk leaders based on a situation assessment b) Update, adaptation or creation of leadership capacity development resources and report c) Establishment, demonstration of and report on virtual leadership institute to fisherfolk</p>

We report here on the task to develop a “profile of current fisherfolk leaders based on a situation assessment.” This task is important to the sub-components of Activity 1.1.1.3 – “Update, adaptation or creation of leadership capacity development resources...” and “Establishment, demonstration of and report on virtual leadership institute to fisherfolk.”

1.1 Developing organizational capacity for fisheries governance

StewardFish activities as outlined in the Project Document (ProDoc; FAO 2016) address technical, organizational and management capacities of fisherfolk that are necessary if they are to fully engage and partner with governments in sustainably managing fisheries in CRFM Member States. Within the project, capacities are being addressed in terms of leadership, organizational culture and policy influence. Therefore, the project aims to provide “guidance in prioritizing fisherfolk needs in order to offer opportunities to improve core leadership competencies” (FAO 2016, p.43). To improve core leadership competencies, a better understanding of the target group for such development – formal or elected leaders or “top posts in organizations” (FAO 2016, p.43) – is necessary. This understanding is built on contextual information (e.g. age, gender, role in the fishing industry) as well as information on current skill sets and capacity, gaps in capacity and needs of leaders, especially women and youth, in the industry. To improve participation of fisherfolk in fisheries management in CRFM Member States, a sub-activity under Activity 1.1.1.3 is the development of a profile of current

fisherfolk leaders in six of the StewardFish project countries - Antigua and Barbuda, Saint Lucia, St. Vincent and the Grenadines, Barbados, Belize and Guyana.

1.2 About this report

This report provides the reader with baseline information on fisherfolk organization leadership characteristics. Researchers, NGOs, donors etc. may find the information useful for informing research, projects and initiatives with fisherfolk leaders in CRFM Member States.

Section 2 of this report starts with a brief discussion on leadership in fisherfolk organizations in CRFM Members States to set the context for developing a profile of current (formal) fisherfolk leaders in the region. This is to inform development and/or improvement of leadership competencies in all components of the StewardFish project. In Section 3, we outline the approach to collecting information on fisherfolk leaders. Section 4 reveals findings of the leadership survey, which are discussed in Section 5 with a conclusion in Section 6. References and appendices end the report.

2 LEADERSHIP IN CARIBBEAN FISHERFOLK ORGANIZATIONS

“One of the most important roles of both men and women is organizational leadership” (GIFT 2018, p. 21). Blackman and Almerigi (2017, p.4) define leadership as a process and “being in charge of and directing a group of people, or an organization, or the skills and ability to do this.” They note that “leadership skills and the ability to lead are developed daily” (p.4). They define a leader as “a person who is in charge of, directs or commands a group of people or an organization” (p.4). The Caribbean Network of Fisherfolk Organisations (CNFO) database lists fisherfolk organization (FFO) leaders as persons on FFO boards or any such similar governance arrangement.

In early 2020, this database recorded 122 primary and secondary FFOs across 16 countries¹. There are many types of fisherfolk organizations that may be classified according to function, legal designation, structure or combinations of these. Cooperatives and associations tend to be the most common types of organizations in the region. An association may or may not be legally formalized whereas a cooperative is governed by cooperative legislation (McConney 2007). McConney (2017) notes that fisherfolk associations are flexible in structure and function, are unconstrained by legislation and free to adapt to circumstances whereas cooperatives tend to be more formal in organization. A simple comparison between these two popular types of organizations is provided in Table 2 **Error! Reference source not found.**. For the leadership profile project countries, cooperatives (or cooperative societies) outnumber associations (see Table 3).

Table 2 Basic differences between the fisherfolk association and cooperative

Form or function	Association	Cooperative
Governed by law	Maybe	Yes
Under cooperative department	No	Yes
Under fisheries department	Maybe	No
Minimum membership	Unspecified	10 people

¹ As a complementary output to Activity 1.1.1.3 “Deliver training, network capacity building with NFOs to form a CNFO 'leadership institute,” the CNFO database is being updated by CERMES and CNFO to ensure complete records for each country for targeting leaders for training.

Source: McConney (2007)

StewardFish reports on gender throughout the project. “Most fisherfolk organizations are male dominated by boat owners and fishermen” (GIFT 2018, p.21). In many cases, women in the industry are unwelcome, not because of gender per se, but because they are fish vendors with whom the harvest sector often has fish price conflicts (GIFT 2018). Male numerical dominance in fisherfolk organizations is confirmed by early 2020 CNFO database records. The CNFO database lists its member organizations. Representation of women on fisherfolk association and cooperative boards (the two main types of organization structure) is around one-fifth that of men – 261 male board members versus 51 female board members for the 50 FFOs across the same 14 countries for which these sex-disaggregated data are available. Sex-disaggregated data for the leadership project countries according to CNFO member fisherfolk organizations are provided in Table 3. It is however important to mention that in most CRFM member states, the majority of fisherfolk are not members of any fisherfolk organization. Leaders arise to mobilize temporary collective action, usually based on crises and sometimes forming short-lived organizations. The leadership profile survey focused on those easier to define and confirm elected leaders and not non-elected fisherfolk organization members who spearhead activities and demonstrate leadership potential. The exception however for the latter was the inclusion of the two CNFO staff, who function as leaders.

Table 3 Sex-disaggregated leadership data for leadership profile target project countries (Source: CNFO database accessed 3 May 2020)

Country	Organization name	Gender of President/Chair/ Executive Director	Board membership	
			# of women	# of men
Antigua & Barbuda	Barbuda Fisherfolk Association	M	0	7
	Antigua & Barbuda Fishermen Co-operative Society Ltd.	M	1	6
	Spear Fishers Association [national]	M	0	7
Saint Lucia	National Fisherfolk Organisation	currently no president	0	7
	East Coast Fishers and Consumers Co-operative Society	under development by Department of Cooperatives	no data	no data
	Choiseul Fishermen Co-operative Society	M	1	4
	Dennery Fisherman Co-operative Society Ltd.	M	1	4
	Soufriere Fishermen Co- operative Society Ltd.	M	1	6

Country	Organization name	Gender of President/Chair/ Executive Director	Board membership	
			# of women	# of men
	Castries Fishers Cooperative Society Ltd.	M	2	5
	Gros Islet Fishermen Cooperative Society	M	0	6
	Goodwill Fishermen Cooperative Society Ltd.	M	0	4
	Laborie Fishers and Consumer Cooperative Society	F	2	3
	Anse La Raye Fishers & Consumer Cooperative Society	under development by Department of Cooperatives	no data	no data
	St. Vincent and the Grenadines	National Fisherfolk Organization	M	1
	Barrouallie Fisheries Cooperative Development Society	M	1	5
	Calliaqua Fishermen's Cooperative (CALFICO)	M	1	3
	FAD Cooperative [national]	M	0	8
	St. Vincent and the Grenadines Fish Vendors Co-operative [national]	F	4	2
	Goodwill Fishermen's Cooperative	M	1	4
	Union Island Fishing Cooperative	M	1	6
Barbados	Barbados National Union of Fisherfolk Organisations	F	5	2
Guyana	Guyana National Fisherfolk Organisation	M	0	7
	Albion Fishers Association	M	no data	no data
	Essequibo Fishers Organization	M	no data	no data
	Rosignol Fishermen co-operative Society Ltd.	M	0	7

Country	Organization name	Gender of President/Chair/ Executive Director	Board membership	
			# of women	# of men
	Three Door Koker Fishers Association	M	no data	no data
	Greater Georgetown Fishermen Cooperative Society Ltd.	M	no data	no data
Belize	Belize Fishermen Cooperative Association	M	0	7
	National Fishermen Producers Co-operative Society Ltd.	M	0	7
	Northern Fishermen Co-operative Society Ltd.	M	0	5
	Rio Grande Fishermen Co-operative	M	1	7

The CNFO membership database does not however provide detailed contextual information on leaders such as age, education level, types of positions held by women and men on association or co-operative boards, duration of each post held, etc. Also, CNFO does not have a repository of information on their member FFO leaders detailing skill sets, capacity for leadership and needs. Such information would be helpful to improving the skills of FFO leaders (both CNFO members and non-members), and could be used to develop practical and prioritized training that FFO leaders and fisherfolk in general - including young people, women and those who have not led before - could benefit from. A better understanding of FFO leadership characteristics and the identification of gaps in leadership capacity of men and women, especially young ones, improves the limited information on fisherfolk organization governance in the region.

3 METHOD

Under Activity 1.1.1.3, an 18-question leadership profile survey (Appendix 1) was developed by CERMES based on leadership literature (e.g. CANARI 2013, 2014; McConney 2007; McIntosh et al. 2010; Polius and Harrison 2014; Sutton and Rudd 2016) and CERMES observations of FFO leadership to provide an initial profile of a portion of FFO leaders across StewardFish project countries – both CNFO members and non-members. The survey was administered by in-country field staff from February to March 2020 via one-on-one in person and phone interviews. A purposive sample of 40 FFO leaders guided by a 25 men:15 women split taken from the ProDoc (FAO 2016) was used. For the purpose of selecting respondents, a FFO leader was defined as any past or present elected member of an organization’s board or executive or steering committee. At least two elected leaders from each NFO and PFO in each of the project countries were interviewed, where possible.

Prior to beginning in-country field work, CERMES worked with the CNFO in January 2020 to update its FFO membership database. Specific attention was given to:

- Compiling complete lists of board or executive members for each FFO with their contact information - phone numbers, WhatsApp numbers, email addresses – to assist with selection of those leaders willing to participate in the survey.
- Updating or confirming sex-disaggregated FFO board or executive member and general membership data.

CERMES communicated directly with FFO leaders in Saint Lucia, St. Vincent and the Grenadines, Barbados and Guyana to engage them in the collection of this information. CERMES requested recommendations for in-country interviewers from fisheries authorities and StewardFish focal points in all countries, except Barbados for which a preferred sub-contractor had been identified. Recommended persons were subcontracted by CERMES to liaise with FFO leaders to schedule and conduct interviews with the FFO leaders and assist CERMES and CNFO with updating country lists of these leaders. Similar information collected to update CNFO membership information was also collected for non-CNFO members participating in the survey.

The leadership profile survey was pre-tested before in-country administration among six FFO leaders, representing fisherfolk organizations in Barbados (3 women, 1 man), Guyana (1 man) and regionally (1 woman). Slight adjustments to some questions were made based on feedback from respondents. Once the survey was finalized, CERMES led remote orientation meetings with in-country interviewers to explain the purpose of the data collection activity, familiarize interviewers with questions, provide tips on the process of surveying, and answer any queries about survey questions. Surveys were completed within about one month for all countries. Completed surveys were scanned and forwarded to CERMES for data entry and analysis. In some instances where responses or their meanings were unclear to CERMES, in-country interviewers were asked to provide clarification where possible. Interviewers in some cases sought direct clarification from respondents. Data were analyzed using simple descriptive statistics in Excel. Interpretation of findings was carried out by the CERMES project team tasked with this activity.

4 FINDINGS

The findings generally follow the flow of the survey using text, charts and tables to provide qualitative and quantitative results. These are discussed in the next major section.

4.1 Sample characteristics

The leadership profile survey was conducted in all focal countries for this activity. However, the sample size was smaller than planned for Guyana given general election tensions followed by COVID-19 restrictions that made data collection untenable. As a result, the target sample for the activity (40 FFO leaders) was not met. The target ratio of men to women FFO leaders was also not achieved either because selected organizations were all male, male-dominated or women were not available to be interviewed or were not contacted for interview. This has resulted in certain biases within this exploratory study that should be corrected for in future assessments. A total of 36 leaders, 8 women and 28 men were interviewed across twenty-one fisherfolk organizations of three governance level types – 76% primary (local level) FFO, 19% secondary (national level) FFO and 5% tertiary (regional level) FFO. Response rate was high for this survey. Only one individual approached was unable to

participate in the interview when asked (and may have been due to the non-functionality of the fisherfolk organization).

Table 4 shows distribution of respondents by organization and country.

Table 4 Sample size by fisherfolk organization

Fisherfolk organization by country	Organization type [primary (p), secondary or national (s), regional (r)]	No. of leaders interviewed
Antigua and Barbuda		
Antigua FAD Fishers Association	p	1
Antigua and Barbuda Sport Fishers Association	p	1
South Coast Fisherfolk Association	p	1
Spear Fishers Association	p	1
sample size sub-total		4
Saint Lucia		
Castries Fishers Cooperative Society Ltd.	p	3
Dennery Fishermen Cooperative Society Ltd.	p	1
East Coast Fishers and Consumer Cooperative Society	p	1
Goodwill Fishermen Cooperative Society Ltd.	p	2
Soufriere Fishermen Co- operative Society Ltd.	P	2
sample size sub-total		9
St. Vincent and the Grenadines		
Barrouallie Fisheries Cooperative Development Society	p	1
Calliaqua Fishermen's Cooperative	p	2
FAD Cooperative	p	2
Goodwill Fishermen's Cooperative	p	3
St. Vincent and the Grenadines Fish Vendors Co-operative Society	P	1
National Fisherfolk Organization	s	1
sample size sub-total		10
Barbados		
Barbados National Union of Fisherfolk Organisations	s	2
Weston Fisherfolk Association	p	2
sample size sub-total		4
Guyana		
Guyana National Fisherfolk Organization	s	1
sample size sub-total		1
Belize		
Caribbean Network of Fisherfolk Organisations	r	2
National Fishermen Producers Co-operative Society Ltd.	s	4
Northern Fishermen Cooperative Society Ltd.	p	2
sample size sub-total		8
Total sample size		36

Once COVID-19 restrictions are suspended, data on FFO leaders in Guyana may be collected and included in a supplemental report to this one. Saint Lucia benefited from an in-country group meeting with nine FFO leaders as a result of CERMES subcontractor travel related to another project.

Other StewardFish activities (other than surveys) are expected to compile information on leadership in their implementation such as in capacity building workshops and in field testing of learning.

Figures 1 to 3 show composition of the sample according to country, level of fisherfolk organization (primary, national or regional) and type of leadership post. The highest proportions of leaders in fisherfolk organizations in St. Vincent and the Grenadines (28%) and Saint Lucia (25%) participated in the leadership profile survey. Smaller proportions of individuals from Belize (19%), Antigua and Barbuda (14%) and Barbados (11%) were interviewed (Figure 1).

The majority of leaders interviewed (75%) hold or have held elected posts in primary fisherfolk organizations. Smaller proportions of national (19%) and regional fisherfolk (6%) organization leaders participated in the survey (Figure 2). Most of the leaders interviewed (47%) hold or have held the elected position of president. These were the individuals for which contact information was readily available in the CNFO membership database and who were first contacted out of professional courtesy to advise of the survey, or for whom fishery authorities provided contact information. Similar proportions of secretaries (17%) and vice presidents (14%) were interviewed, while the smallest proportion participating in the survey were those in the post of treasurer (5%).

'Unspecified' positions noted by 14% of leaders included those identified as executive member, member and director all of which were noted as elected positions. These could be similar to one of the named posts, but could not be definitively categorized as such based on lack of qualification through follow-up with interviewers. Data on these posts are still included in the results for completion. The 'Other' position noted by one respondent was operations manager, another elected position (Figure 3).

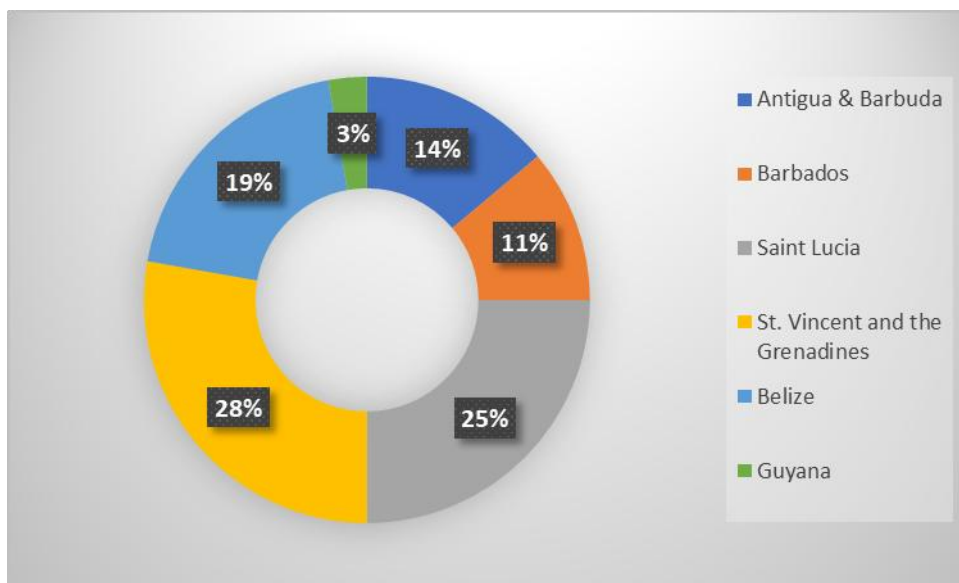


Figure 1 Survey sample composition according to country (n = 36)

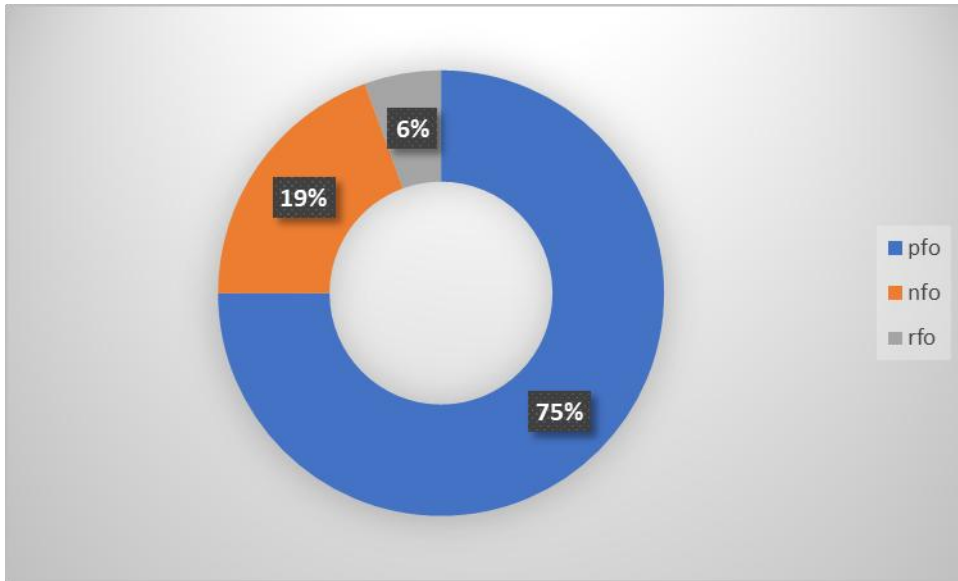


Figure 2 Survey sample composition according to level of fisherfolk organization (n = 36)

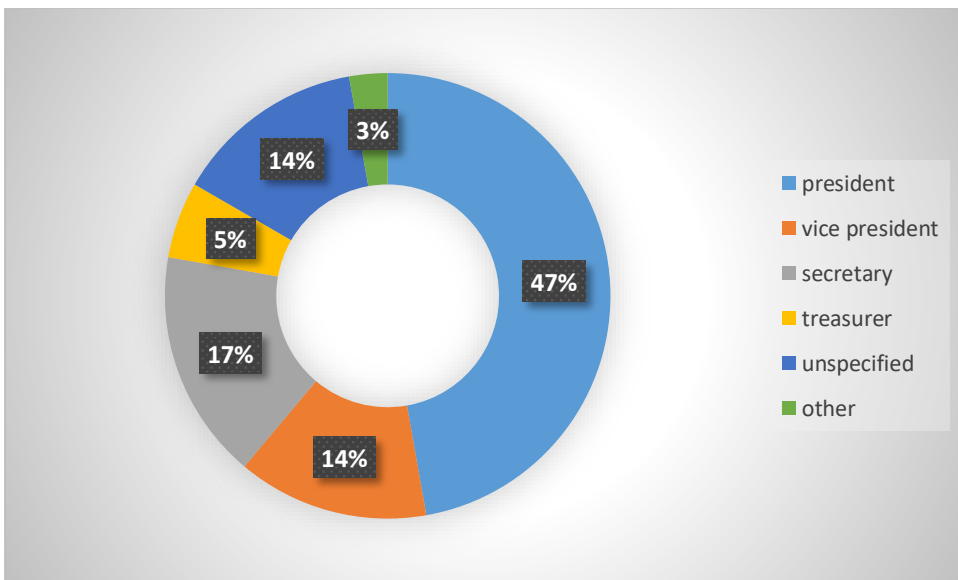


Figure 3 Survey sample composition according to leadership position (n = 36)

Figure 4 shows the distribution of leaders by position across organization levels. Most of the presidents (36%), vice presidents (11%) and secretaries (14%) interviewed served in these capacities in primary fisherfolk organizations. Half each (3%) of treasurers held this post in either a primary or national fisherfolk organization. One person (3%) currently holds the position of coordinator in the CNFO, equivalent to the post of president in primary and national fisherfolk organizations. Another individual (3%) serves in the capacity of secretary in this regional fisherfolk organization. One individual holds the post of operations manager in a primary fisherfolk organization (Figure 4).

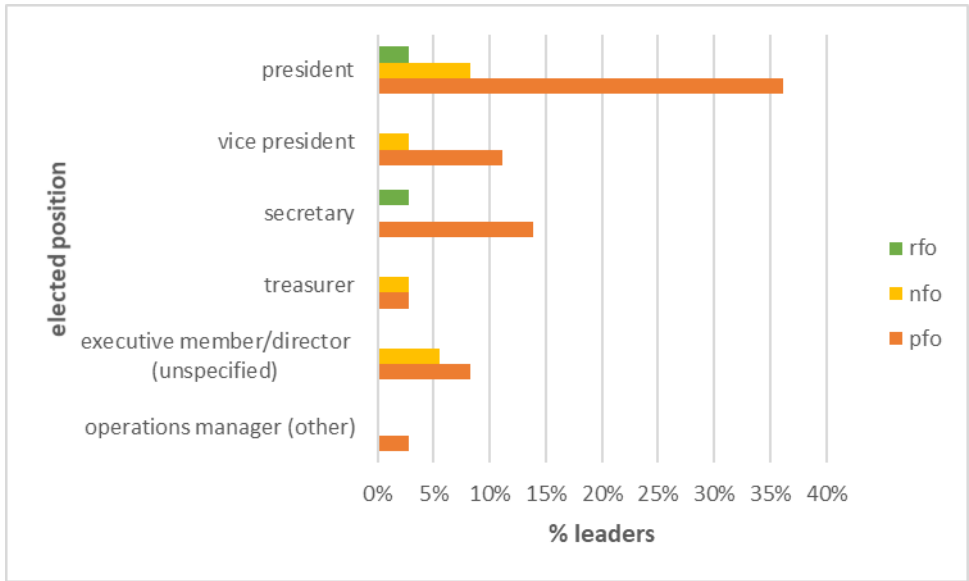


Figure 4 Distribution of leaders according to level of fisherfolk organization (n = 36)

4.2 Leadership by gender, age, education

Men are more numerous than women in leadership roles of president (44% vs. 3%) and treasurer (6% vs. 0%). Representation is almost equal for the positions of vice president and secretary though slightly more men (8%) occupy the vice president post than women (6%). The reverse is the case for the post of secretary where almost twice the proportion of women (11%) than men (6%) are elected. The unspecified posts of executive member and director are predominantly male (11% vs. 3%). The additional post of operations manager is held by a man. See Figure 5.

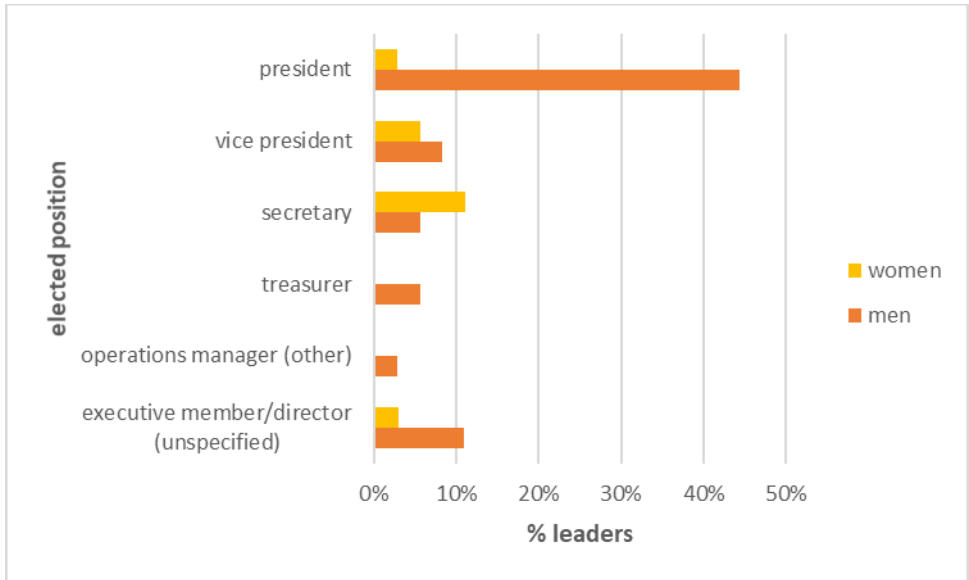


Figure 5 Leadership positions disaggregated by sex (n = 36)

When positions held according to gender are disaggregated by level of fisherfolk organizations (Figure 6), the findings show that men occupy all four named posts (president, vice president, secretary and treasurer) as well as that of the additional post encountered during the survey, operations manager, in primary fisherfolk organizations. Men solely hold the posts of president

(57%) and treasurer (5%), as well as operations manager (5%). Greater proportions of women than men are secretaries (60% vs. 9%) and vice presidents (20% vs. 14%), as well as serve as executive committee/director roles (20% vs. 9%) in these local level organizations.

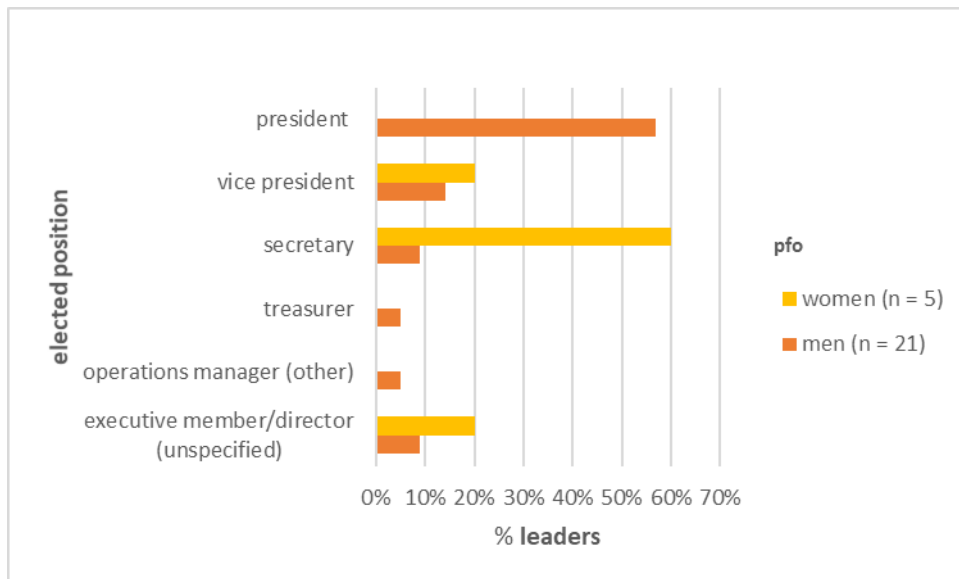


Figure 6 Leadership disaggregated by sex in primary fisherfolk organizations

Equal proportions of men and women (50% each) take on the role of president in national fisherfolk organizations and only men hold the post of treasurer (16%) and executive committee member/director (33%). It is noteworthy however that two of the eight women leaders surveyed, hold top positions of president and vice president (50% each) at the national level, and that the position of vice president is only taken on by a woman. Women, although numerically small, are serving in leadership positions at the national level (Figure 7).

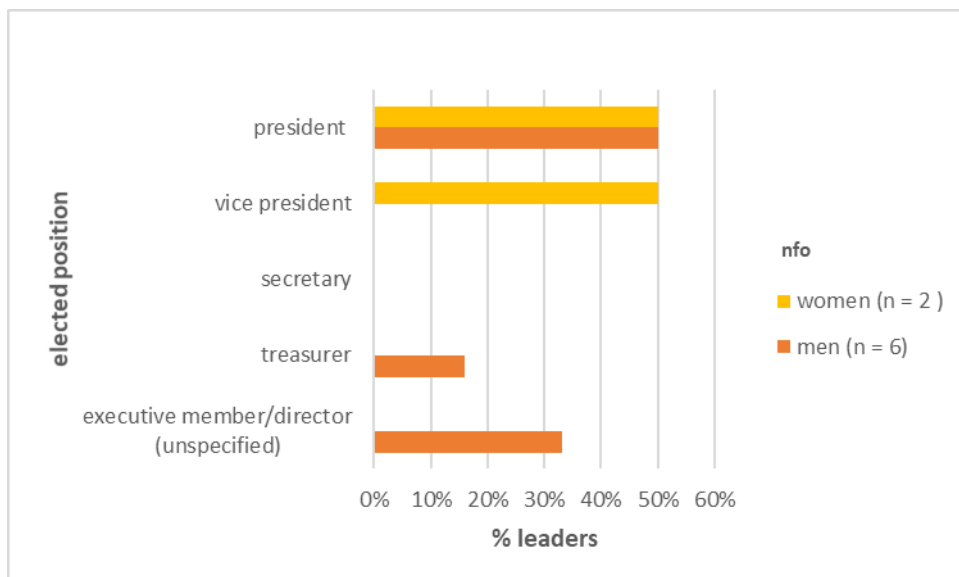


Figure 7 Leadership disaggregated by sex in national fisherfolk organizations

Only two persons serving in leadership posts in the CNFO participated in the survey. The male individual serves in a position equivalent to president while the female fulfills the role of secretary (administrative secretary).

On analyzing leadership roles according to gender by country (Table 5), the findings indicate that fisherfolk organizations in Antigua and Barbuda and St. Vincent and the Grenadines have the highest and almost equal proportions of men (31% and 25%, respectively) leading organizations at the highest position as president. The majority of men surveyed in each target country have held or currently hold the post of president in fisherfolk organizations. Barbados stands out as the only country in which a woman serves a president in a fisherfolk organization.

Fisherfolk organizations in Saint Lucia and St. Vincent and the Grenadines account for all male leaders taking on posts of vice president (66% and 33%, respectively). Across all countries, only women in Barbados and St. Vincent and the Grenadines have occupied the second highest ranking position, vice president, on a fisherfolk organization board or executive committee. Women in most of the target countries lead in the post of secretary. As mentioned previously, the position of secretary is not commonly occupied by men. This is further reflected in the findings in which only men in fisherfolk organizations in St. Vincent and the Grenadines have served or serve in this capacity.

Across all countries, the position of treasurer is not likely to be held by a woman. This position was held by one man each in fisherfolk organizations in Saint Lucia and Belize.

The post of operations manager held by a man was only found in Saint Lucia, as a post of a cooperative. Positions identified as executive member or director were only prevalent among men in Belize (75%) and St. Vincent and the Grenadines (25%). Only one woman in Saint Lucia identified herself as an executive member or director.

Table 5 Leadership roles according to gender and country

Country	Leadership post							
	President		Vice president		Secretary		Treasurer	
	men	women	men	women	men	women	men	women
Antigua & Barbuda	5	0	0	0	0	0	0	0
Barbados	1	1	0	1	0	1	0	0
Saint Lucia	3	0	2	0	0	1	1	0
St. Vincent and the Grenadines	4	0	1	1	2	1	0	0
Belize	2	0	0	0	0	1	1	0
Guyana	1	0	0	0	0	0	0	0
Total	16	1	3	2	2	4	2	0

Common leadership positions of president, vice president, secretary and treasurer appear to be generally taken on by persons between the ages of 50-69 years (69% combined), with the 50-59 age group comprising the greatest proportion of leaders (47%) overall. Persons within this age range account for the highest proportion of presidents (65%) across all age ranges. Fisherfolk organization leaders between the ages of 20-29 and 70-79 years are not common with only one person in each age range taking on a leadership role; in both cases, that of president. See Figure 8.

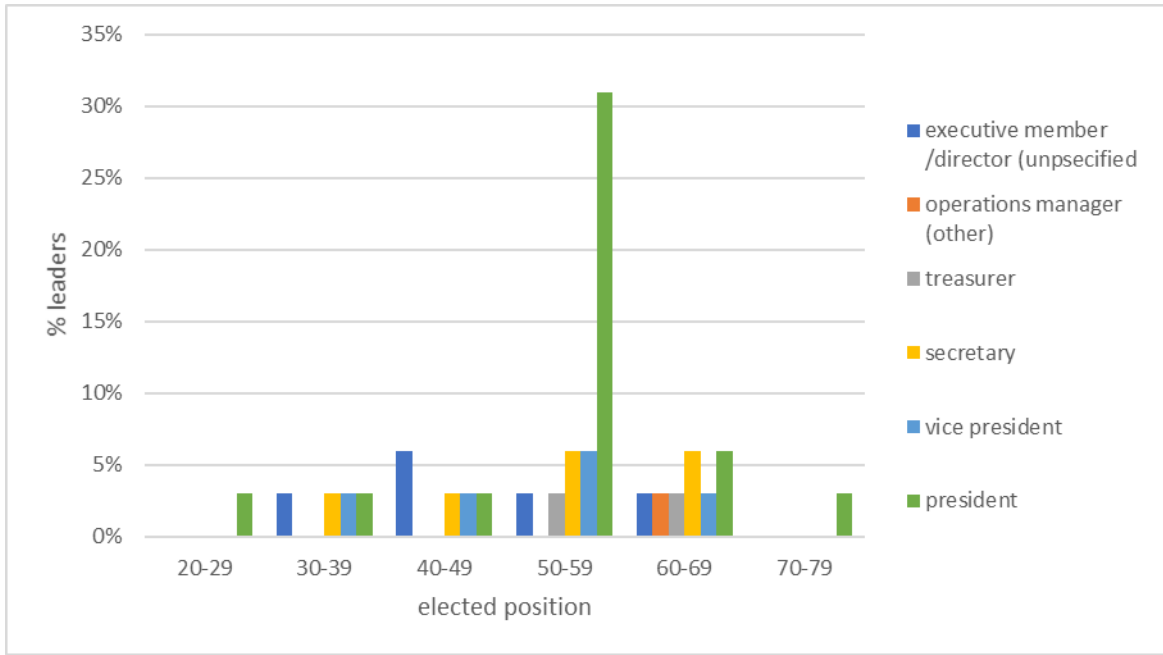


Figure 8 Age distribution of leaders across fisherfolk organizations (n= 36)

Within the 50-59 age group, just over two-thirds (65%) of leaders interviewed hold or have held the position of president with 36% persons combined taking on roles of vice president and secretary, treasurer and executive member/director. See Figure 9.

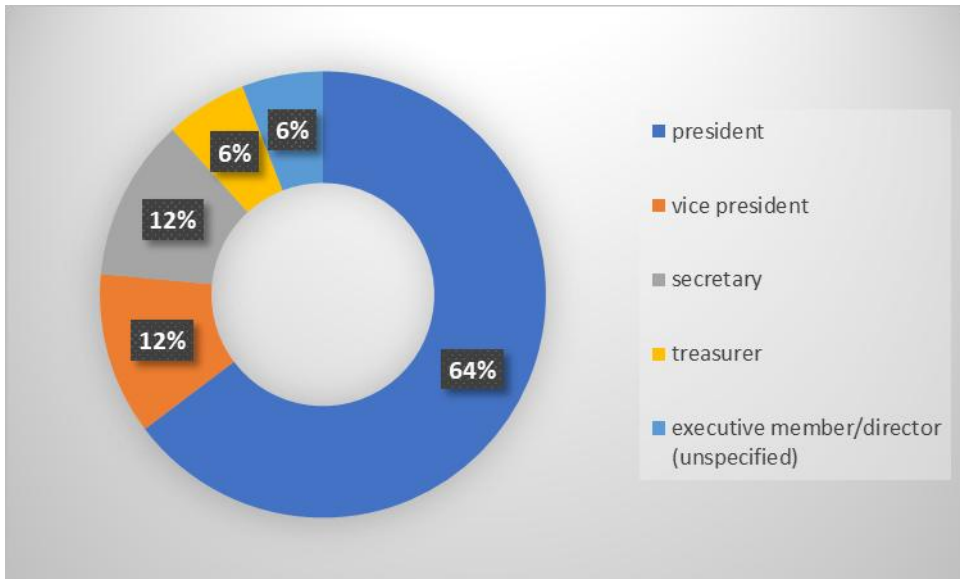


Figure 9 Distribution of leadership roles in the 50-59 age group (n= 17)

Figure 10 shows the distribution of leadership positions of leaders in the 50-59 age group according to level of fisherfolk organization. Nearly half (47%) of all leaders surveyed are within this middle-age range and lead primary fisherfolk organizations as presidents (19%), vice presidents, secretaries, treasurers and executive member/director (3% each).

Fourteen percent of leaders within this age group undertake leadership roles in the top three posts in national fisherfolk organizations – president (8%), vice president (3%) and secretary (3%). Another 3% provide leadership roles as president in the regional fisherfolk organization.

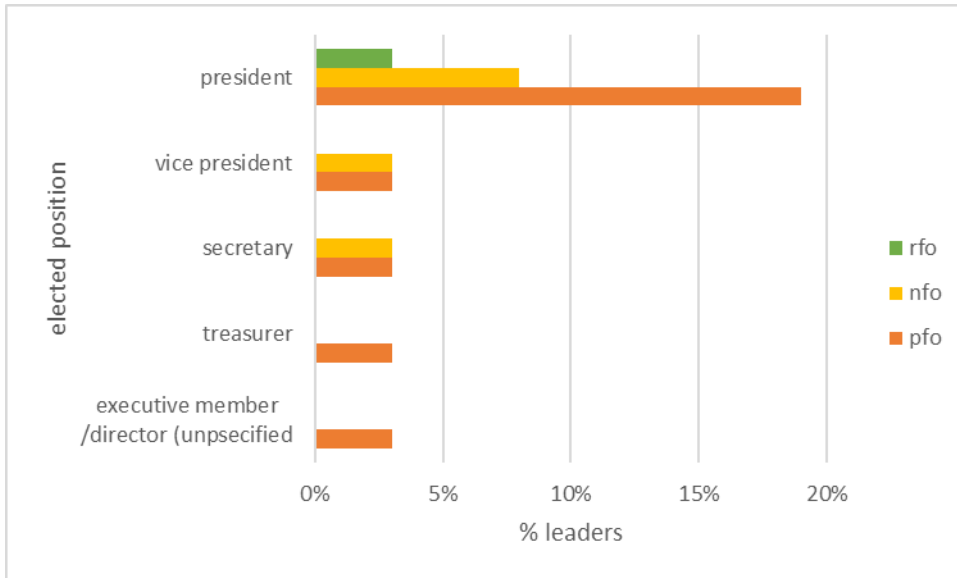


Figure 10 Distribution of leadership positions within the 50-59 age range of leaders according to level of fisherfolk organization (n = 36)

In analyzing the age of leaders across target countries (Figure 11), it appears as if age of leaders is fairly normally distributed in St. Vincent and the Grenadines fisherfolk organizations for the top three leadership posts combined. Leaders between the ages of 30-79 years occupy positions of president, vice president and secretary, as well as executive member/director on organization boards or executive committees. Age distributions of leaders in Antigua and Barbuda, Saint Lucia and Belize fisherfolk organizations show a tendency to be skewed towards the middle (50-59 years) to older age ranges (60-69 years) for all leadership positions combined. It should be noted however that one fisherfolk organization in Saint Lucia has the youngest president across all project countries. Fisherfolk organizations in Barbados (and Guyana, note only one respondent) typically show middle-aged leaders.

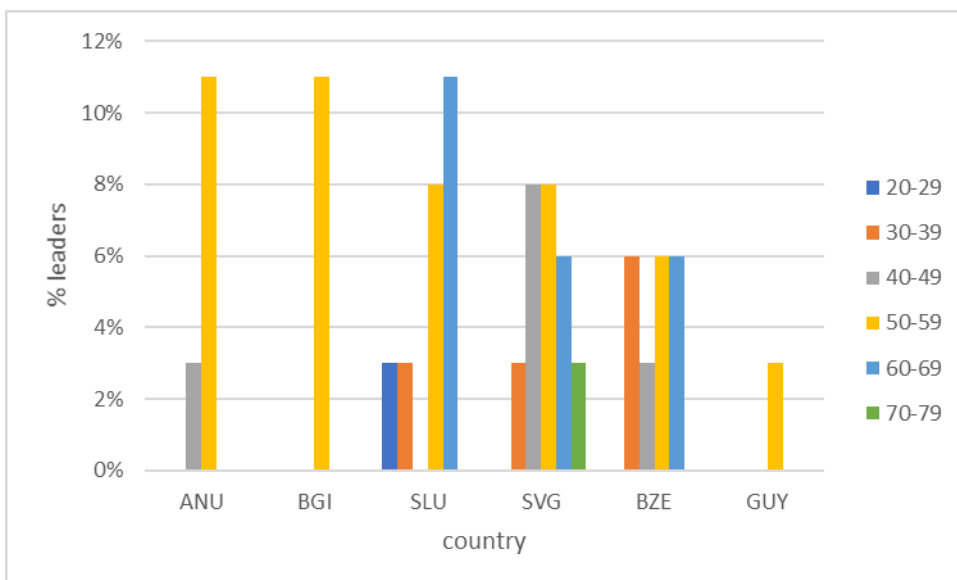


Figure 11 Distribution of leaders age ranges according to target countries (n = 36)

There was little difference in the age at which both women and men first take up leadership positions in fisherfolk organizations. Men first assumed their leadership roles on average at 45 years, similar to women who took on these posts at an average age of 47 years.

The fisherfolk organization leaders interviewed are formally educated, with the majority (53% combined) having attained a post-secondary or tertiary level of education. The position of president is the only one that has been held by persons possessing varying levels of education from primary through to tertiary, with most presidents (26%) having at least a secondary level of education. Of all leadership positions, those leaders taking on the role of secretary appear to be the most qualified, with either a post-secondary or tertiary level of education (17% combined). See Figure 12.

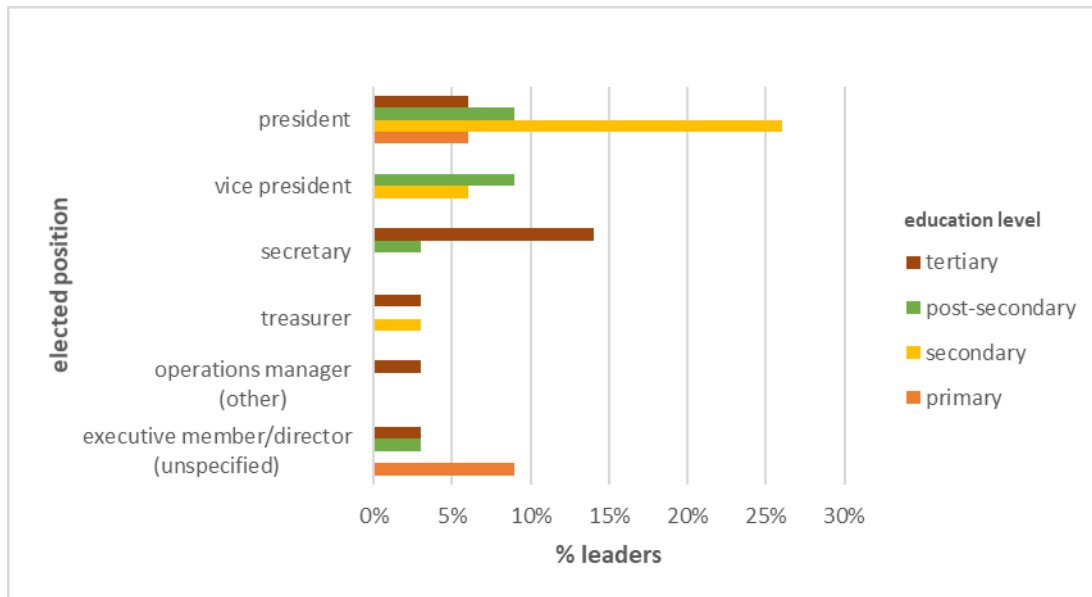


Figure 12 Educational distribution of leaders according to leadership positions (n = 36)

Figure 13 shows the distribution of leadership positions held by leaders possessing a post-secondary or tertiary level of education according to level of fisherfolk organization. All primary fisherfolk organization leaders in the main leadership positions possess either a post-secondary (20%) or tertiary (17%) level of education. Nine percent of national fisherfolk organization leaders with the posts of president and secretary possess a tertiary level of education, while 6% of the regional fisherfolk organization leaders, specifically the president and secretary, have either a post-secondary or tertiary education.

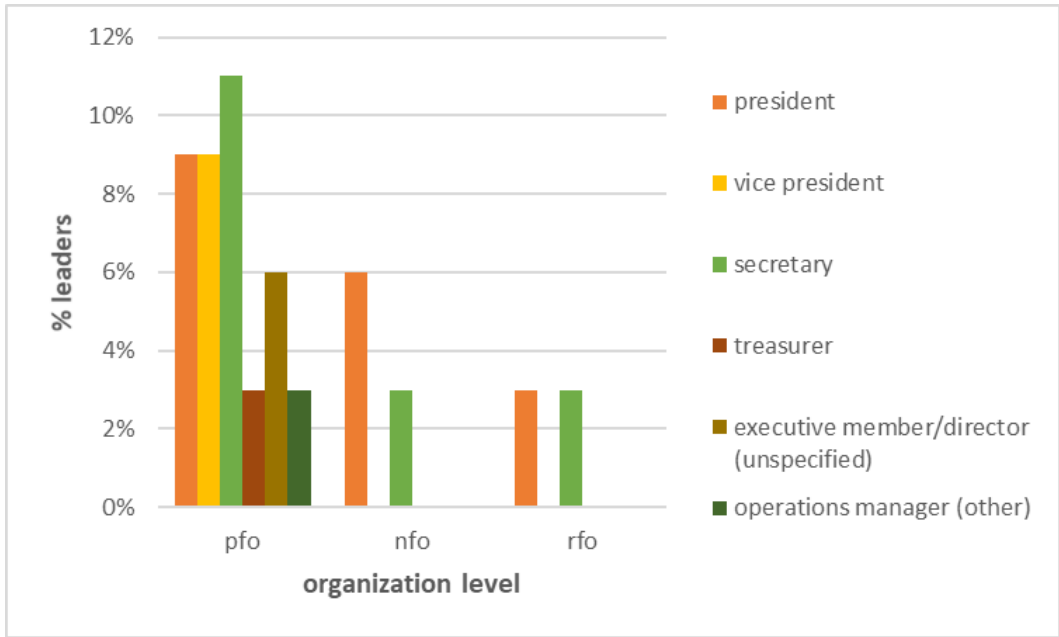


Figure 13 Distribution of leadership positions held by leaders possessing a post-secondary and tertiary level of education according to level of fisherfolk organization (n = 35).

In analyzing the education level of leaders across target countries (Figure 14) fisherfolk organizations in Saint Lucia and St. Vincent and the Grenadines tend to be led by the highest proportion of leaders with post-secondary and tertiary levels of education (20% for Saint Lucia, 15% for St. Vincent and the Grenadines). The majority of leaders (34%) surveyed across all countries have a secondary level of education. Tertiary and post-secondary levels of education are also fairly high (28% and 23%, respectively) amongst leaders in all countries. Between 3-9% of fisherfolk organization leaders in each country, except Antigua and Barbuda, have been educated to the tertiary level.

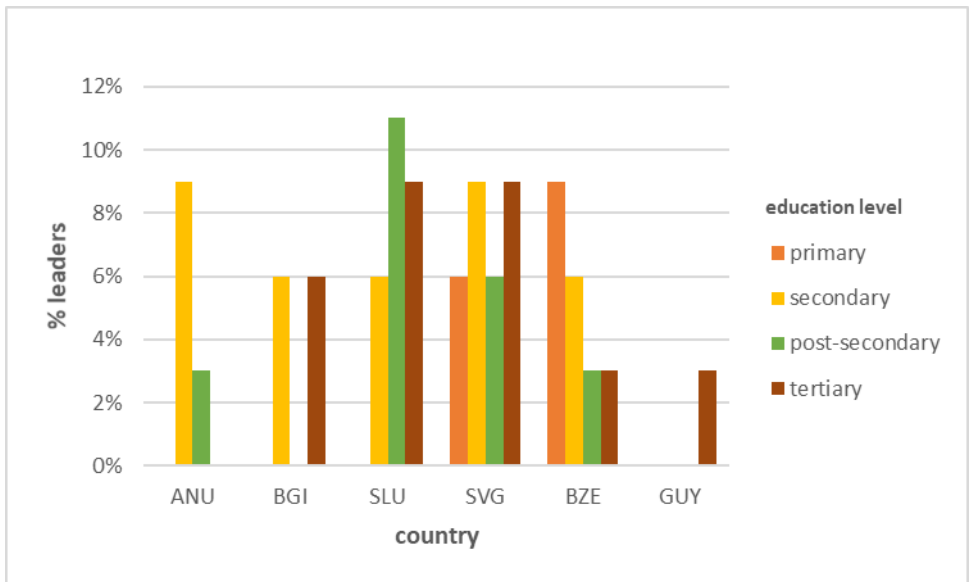


Figure 14 Distribution of leaders education levels according to target country (n = 35)

4.3 Leadership by post duration and years in fishing industry

The majority (56%) of fisherfolk leaders have held their respective posts (president, vice president, secretary, treasurer, and executive member/director) for between 1-5 years while 15% have led their organizations for more than 10 years; for an average of 14 years (Figure 15). The majority of these leaders in positions for between one and five years have spent anywhere between just under 10 years to 29 years (42% combined) in various roles (as boat owner, fisherman, vendor, fish processor, diver, administration etc.) in the fishing industry (Figure 16).

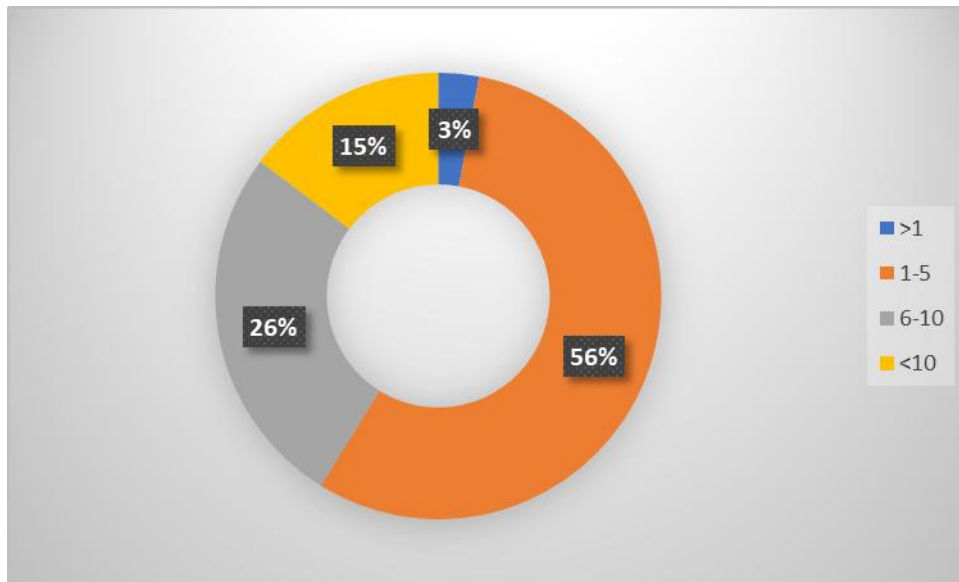


Figure 15 Number of years in leadership positions (n = 34)

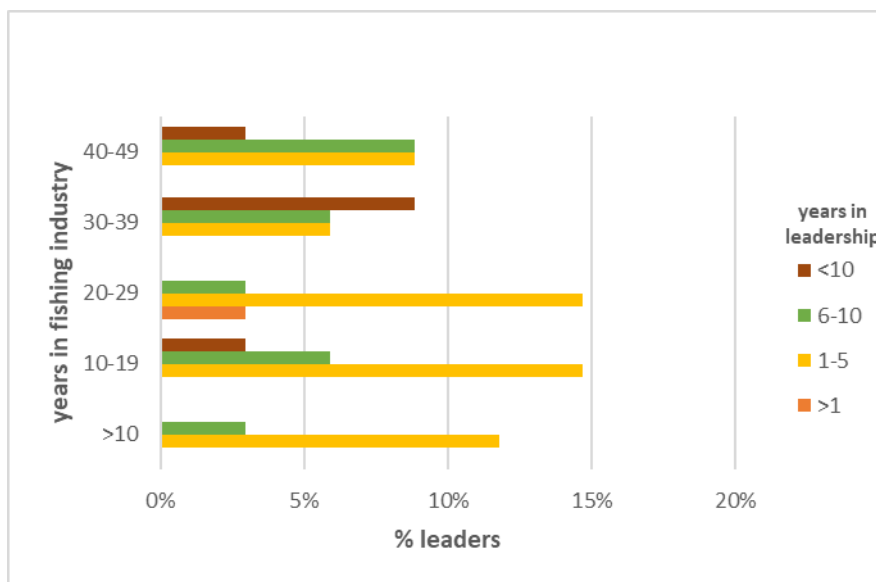


Figure 16 Years in leadership positions versus years in fishing industry (n = 34)

Closer examination of the duration for which leadership posts are held revealed leaders serving in the post of president for an extensive range of time, anywhere from six months to 17 years, with an average of six years. This extended duration of service is the longest among the leadership positions of president and executive member/director (Figure 17).

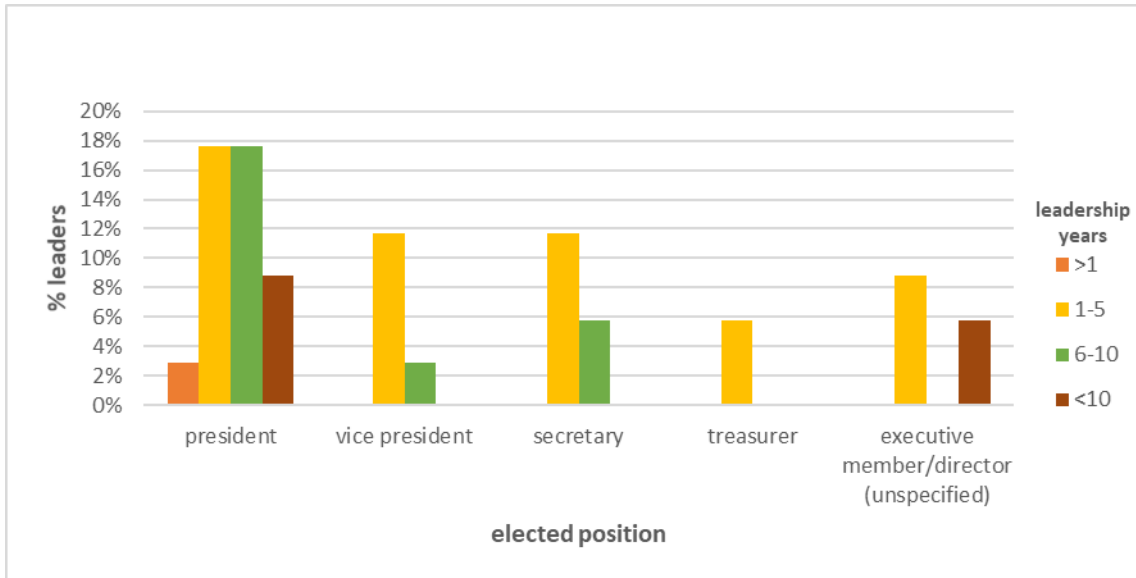


Figure 17 Years of leadership according to positions (n = 34)

The one to five-year duration of leadership posts is common across five of the six posts held in primary fisherfolk organizations with 41% of leaders noting this as their period of current or past service. Such a period is common among the post of president and treasurer for 12% of leaders in national fisherfolk organizations, and for 3% of leaders in the post of secretary in the regional fisherfolk organization (Figure 18). This time period is more than likely influenced by by-law or constitution term/tenure limits. Posts of duration of more than five years are common for a significant proportion of primary fisherfolk organization presidents and secretaries (23%); and for smaller proportions of national (12%, presidents, vice-presidents and executive members/directors) and regional (3%, president) fisherfolk organizations.

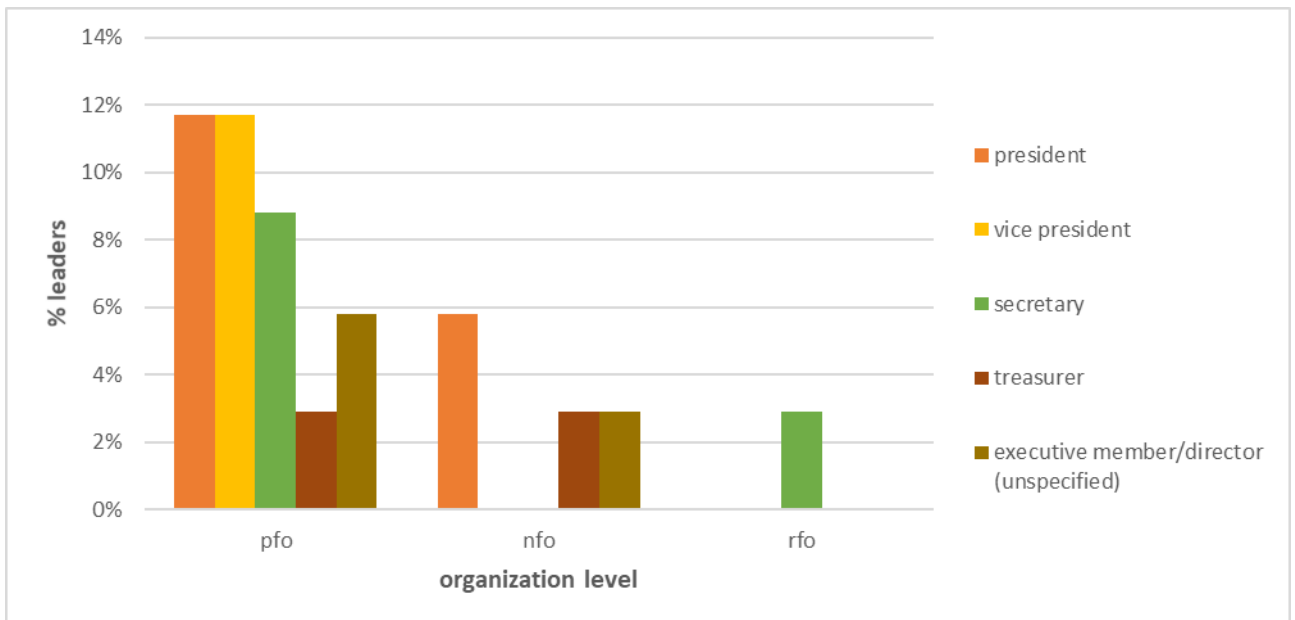


Figure 18 Distribution of leadership positions across organization levels according to the common 1-5-year duration of service (n = 34)

Of the 56% of fisherfolk organization leaders who have held their posts for one to five years, most (44%) take on these roles in organizations in Saint Lucia (24%) and St. Vincent and the Grenadines

(21%). Smaller proportions of leaders in Antigua and Barbuda (9%), Barbados (12%), St. Vincent and the Grenadines (9%) and Belize (12%) have taken on these roles for extensive terms of six years and more. Barbados seems to be the only country in which fisherfolk organization leaders serve in their posts for no less than six years. The long terms reported may be due either to accumulated years in one position beyond constitutional term limits, or respondents providing the sum of terms (each one within term limits) when asked about duration of position.

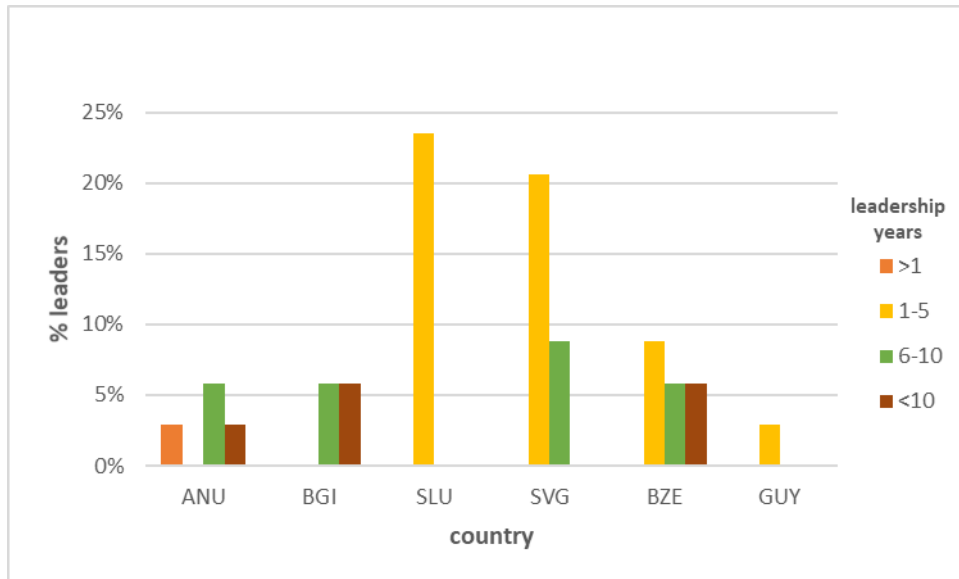


Figure 19 Distribution of years in leadership positions according to country (n = 34)

On average women leaders spend about three years (mean = 3.4 years) in leadership positions whereas men spend twice as long (mean = 5.9 years) in leadership roles. The majority of men (52%) and women (71%) spend similar durations of time, 1-5 years, in leadership positions. Forty-one percent of men may spend between six years and greater in posts compared with 28% of women Figure 20.

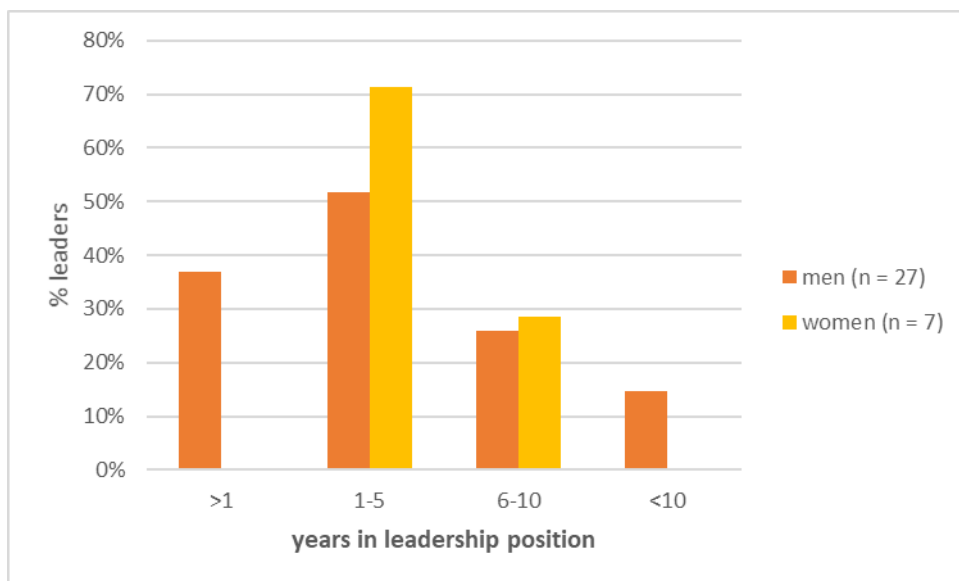


Figure 20 Years in leadership positions disaggregated by sex

Women tend to enter the fishing industry later than men. The average age at which women leaders entered the industry was 33 years compared to men at 27 years. On examination of the age range for men entering the industry, 13-57 years, the majority of men (35%) entered the industry as teenagers between 13-18 years old (Figure 21). This is in contrast to women (22-51 years age range), the majority of whom (57%) entered the industry between the ages of 20-28 years (Figure 22).

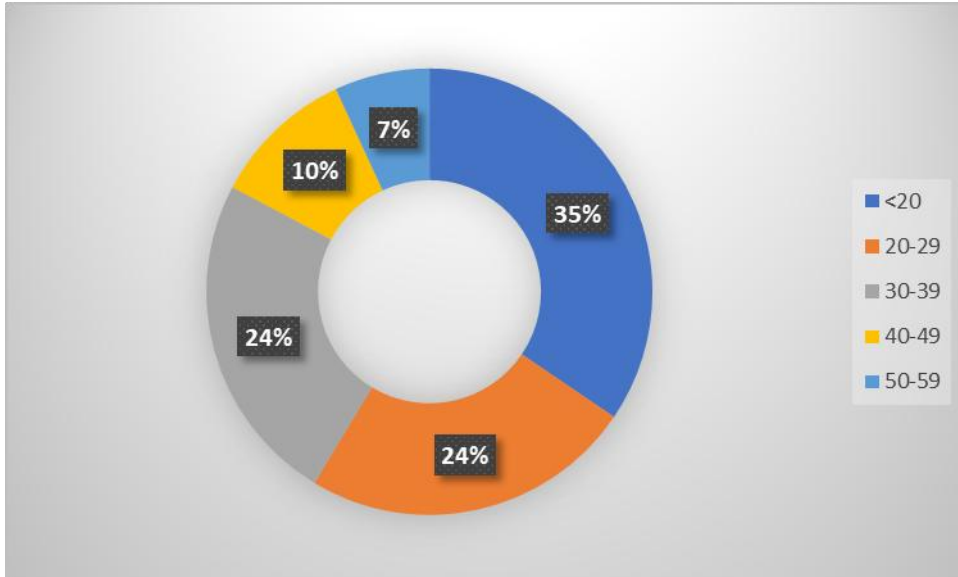


Figure 21 Age at which men leaders entered the fishing industry (n = 29)

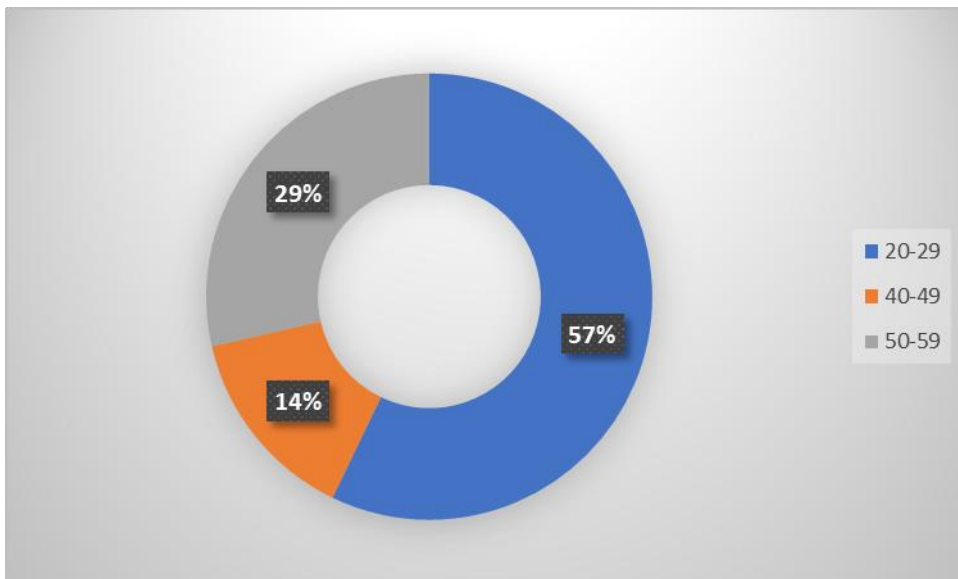


Figure 22 Age at which women leaders entered the fishing industry (n = 7)

Most women leaders (43%) have been involved in the fishing industry for under 10 years whereas most men (27%) have spent 30-39 years in the sector. None of the women leaders interviewed were in the industry between 30 to 39 years, but one was for over 40 years (Figure 23).

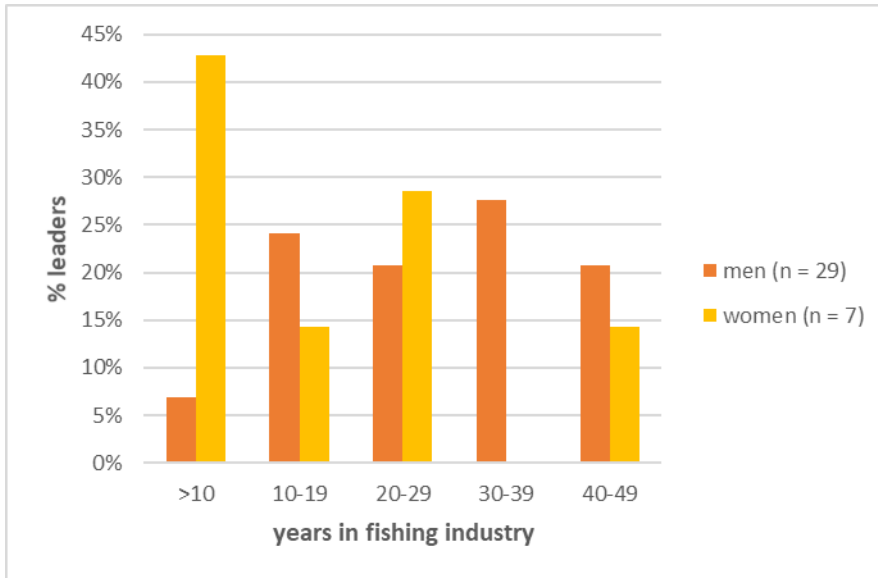


Figure 23 Years in the fishing industry disaggregated by sex

4.4 Leadership inspiration, preparation and guidance

The main reasons (provided by 50% or more persons) for leaders being inspired or driven to take up leadership roles in fisherfolk organizations were noted as a desire to look after interests of fisherfolk (69%), a desire to give back service to the fishing industry (58%), and the opportunity to contribute to decision-making in fisheries (50%). A fairly high proportion of individuals (25%) took up leadership positions to improve their livelihood opportunities through connecting with influential people. Self-centred motivations for assuming leadership positions were provided by only a minority (19%) of leaders. See Figure 24.

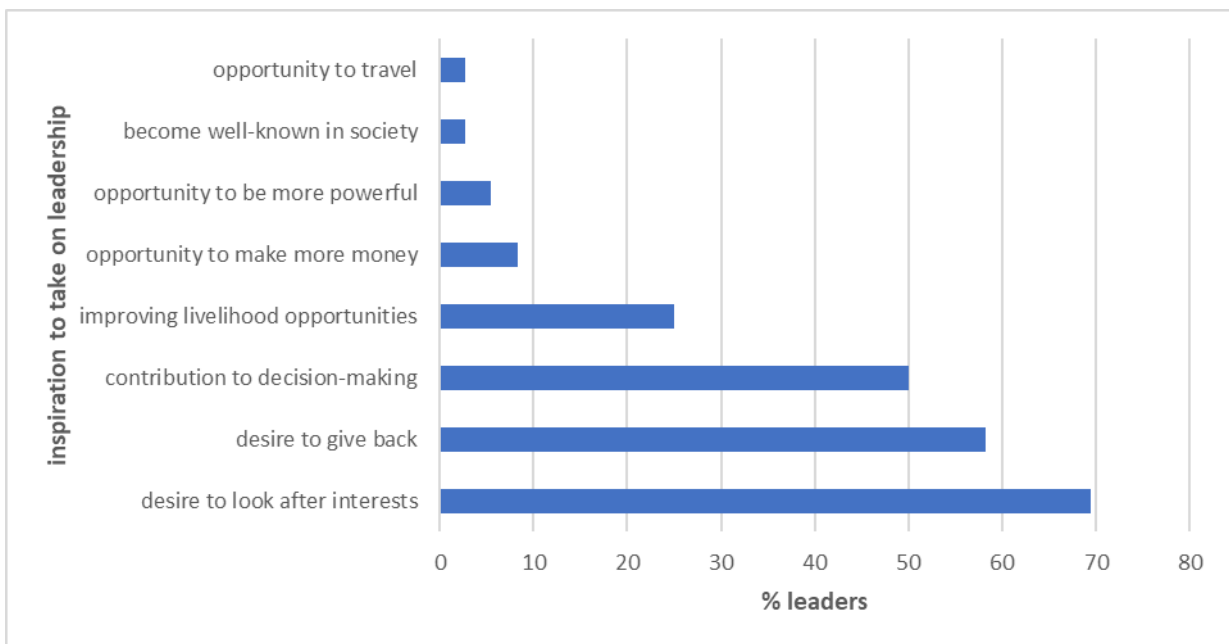


Figure 24 Reasons for taking on leadership roles in fisherfolk organizations (n = 36)

Additional rationale for persons assuming leadership positions within fisherfolk organizations was provided by 27% of leaders and included:

- Recognizing that the organization needed structure and people from within the industry were needed to strengthen the organization. This pushed the leader to “go the extra mile to support fishers.”
- Returning to the industry after a period of time and observing that there had been no advancement. “I wanted to see changes in the industry.”
- Interest in getting people into the fishing industry for a good cause “so they could provide for themselves.”
- Enjoying working with fishers.
- Desire to learn about cooperative management
- Election to the position.

On first taking up leadership positions, fairly high and equal proportions of leaders (39% each) felt that they were either well prepared on one hand or not prepared at all on the other hand to undertake their expected roles. Some leaders (22%) believed there were only somewhat prepared for their undertakings (Figure 25).

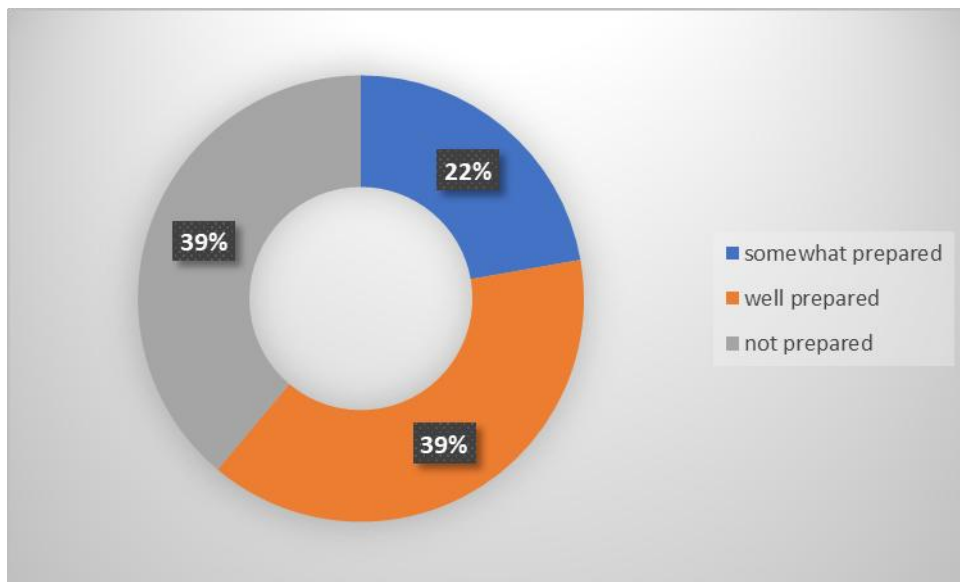


Figure 25 Level of preparation for leadership roles (n = 36)

Preparation and being equipped to take on leadership roles when first taking up positions stemmed from previous experience, support from fisherfolk, having developed a supportive network, and guidance from past executive members. Examples of such preparation included having previously managed, developed or served in similar positions and assuming similar roles in fisherfolk (e.g. vice president for past five years) or other organizations such as regional and national boards, church, parent teachers associations, political branches, associations, sports groups, national youth councils; years of experience and or training from working in the fishing industry (as for example the cooperative officer); and knowledge of issues faced by, and needs of, fisherfolk and impacting the fishing industry.

Some leaders indicated they felt they had been somewhat prepared for assuming their positions. Although some had experience in the industry or a professional background complementary to the relevant position, were acquainted with the functioning of organizations (e.g. community groups) and their activities (e.g. outreach and funding raising), there was the realization that more preparation was needed. Gaps in knowledge and experience in leadership roles needed to be addressed. Although leaders said they came with skills (e.g. management, record keeping, financial

management) and possessed insight into organizational operation and leadership roles, much more was gained from learning-by-doing or learning quickly on the job. One leader with such preparation said that upon taking up the position it was difficult at first but, with help and guidance, it became easier. Another indicated that at first the role was challenging in the absence of clear terms of reference. Participation in a training inspired one leader to take on the position of president.

Reasons offered for initial feelings of not being prepared for leadership roles included being not fully aware or not aware at all of what taking on the respective positions meant, involved and what expectations were (one person noted she was nominated impromptu and accepted the nomination and post); having “little schooling” to take on the post; and being elected to the position at the inauguration of the organization (i.e. when the cooperative was just starting). Three persons noted however that despite these situations, they learned to better take on the role through learning by experience and drawing on the experience of other fisherfolk. Although not prepared for the role, one person noted they were prepared for the challenge and hence were willing to learn.

Most leaders (76%) receive leadership guidance from specified sources outside their fisherfolk organizations. Greatest guidance is provided by fisheries authorities (29%), followed equally by the Caribbean Network of Fisherfolk Organisations (CNFO) and cooperative departments (17%, each). NGOs, CSOs, regional organizations such as the Caribbean Natural Resources Institute (CANARI), academic institutions (e.g. UWI-CERMES), regional training institutes (e.g. Caribbean Fisheries Training Institute), donors and other fisherfolk organizations also provide some level of guidance to leaders (Figure 26). Seven leaders (19%) noted general guidance in the form of participation in workshops, meetings, seminars, trainings, regional and local conferences, and learning exchange. With respect to the latter, one leader mentioned, “I went to St. Vincent to see how they managed their cooperative affairs...met with the manager and director for guidance on how things were conducted.”

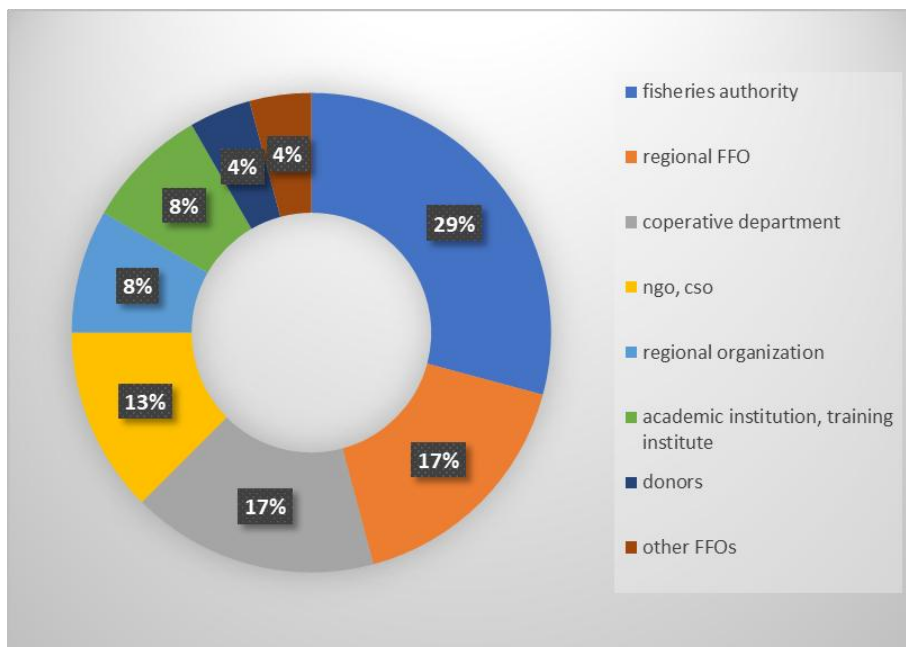


Figure 26 Sources of external leadership guidance (n = 24)

4.5 Leadership challenges

Fisherfolk organization leaders listed a number of diverse challenges they presently face (Table 6). These have been categorized according to internal or mainly organizational challenges, and external challenges that provide potential threats to the success of fisherfolk organizations. Among the internal challenges, under commitment and limited loyalty as a result of low fisherfolk and elected member support, participation in meetings, commitment or loyalty were faced by one-third of all leaders (33%). Five additional internal challenges were mentioned by 32% of leaders combined – poor management and governance (11%), limited funding and resources (7%), organizing fisherfolk (5%), limited capacity to undertake roles and functions (5%) and communicating to members and fisherfolk (4%). Other internal challenges were less frequently mentioned by 17% of leaders combined (each challenge mentioned by one or two leaders).

External challenges were fewer, provided by 16% of leaders. Competition from private interests (6%) was one such issue in which private companies buy fish products at a higher price. Leaders mentioned this has resulted in an “ongoing price war with non-cooperative fishing companies” and “fishers forget the cooperative and sell to others.” Some leaders (5%) noted limited or a lack of government support and input as another current challenge. One leader explained this issue as “not having the full support of government in assisting fisherfolk in areas identified as those they need assistance in such as better infrastructure at landing sites, access to better markets, security at sea, etc.” Another 5% of leaders noted current external shocks in terms of climate change, changing standards in relation to improving the fishing industry marketing system and practices, fluctuations in fish and seafood market prices with little economic return to fisherfolk, and the COVID-19 pandemic (Figure 27).

Table 6 Diversity of challenges currently faced by fisherfolk leaders

Current leadership challenges	
Internal	External
<ol style="list-style-type: none"> 1. Fisherfolk/member support, commitment, participation, loyalty (under commitment & loyalty) 2. Management and governance <ul style="list-style-type: none"> - transparency and accountability - lack of management skills - limited management structure at landings sites through lack of key personnel 3. Funding and other (unspecified) resources 4. Organizing fisherfolk 5. Capacity to undertake roles and functions 6. Communicating to members and fisherfolk 7. Other: <ul style="list-style-type: none"> - members policy adherence, - lack of fisherfolk voice in relation to implementation of policy (through fear of victimization) - over commitment of self, - knowledge and experience gap and the need for training and capacity development, - motivating members, - time management, 	<ol style="list-style-type: none"> 1. Competition from private interests 2. Government support and input 3. External shocks: <ul style="list-style-type: none"> - climate change - changing standards (marketing system) - fluctuation of market prices and little economic return to fisherfolk - COVID -19

Current leadership challenges	
Internal	External
<ul style="list-style-type: none"> - lack of office space and change in physical location, - resistance to change by members 	

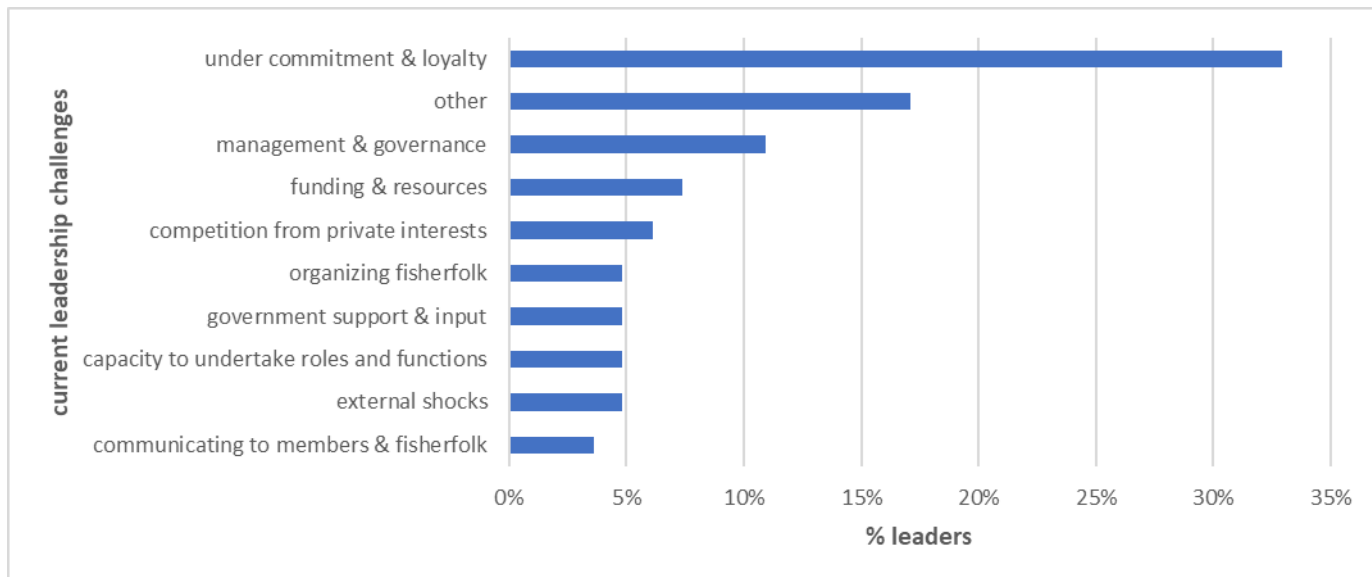


Figure 27 Current leadership challenges (n = 82)

Similar to current challenges, leaders proposed a diverse set of challenges (

Table 7) they believe they will face in the future. As for the current challenges, they have been categorized according to internal and external challenges to fisherfolk organizations. Among the top three internal challenges (44% combined), under commitment and limited loyalty as a result of low fisherfolk and elected member support, participation in meetings, commitment or loyalty (18%), management and governance (14%), and funding and resources (12%) were noted as challenges by a fairly significant proportion of leaders. Six additional challenges were mentioned by 33% of leaders combined – organizing fisherfolk (6%), external shocks (6%), including/attracting youth and women in organizations (6%), climate change (5%), competition from private interests (5%) and government input and support (5%). “Other” internal challenges were mentioned by 16% of leaders combined (each challenge mentioned by one or two leaders) and included overcommitment of fisherfolk organizations, limited dedicated and knowledgeable personnel with capacity to undertake roles and functions, encouraging members to adhere to policy, not meeting fisheries priorities, improved communications and marketing, passive fisherfolk, and improving fisheries marketing system (Figure 28).

External future challenges, as for current challenges, were few and mentioned by 16% of leaders (

Table 7). Leaders expect that external shocks (6%), such as the emerging oil and gas industry in Guyana, and decreasing margin of profit for fisherfolk resulting from fluctuating seafood prices; competition from private interests (5%); government input and support (5%) and climate change (5%) will continue to be issues that they will have to deal with in the future (Figure 28).

Table 7 Diversity of potential challenges to future leadership proposed by fisherfolk leaders

Potential leadership challenges	
Internal	External
<ol style="list-style-type: none"> 1. Fisherfolk/member support, commitment, participation, loyalty (under commitment & loyalty) <ul style="list-style-type: none"> - getting members to commit to organizations - building member interest and participation in organizations 2. Management and governance <ul style="list-style-type: none"> - leadership succession and planning - accountability - financial management - better delegation of responsibilities - getting fisherfolk to think outside the box 3. Funding and resources <ul style="list-style-type: none"> - limited funds - how to raise funds/capital to inspire members - encouraging members to be accountable for their outstanding accounts - lack of resources 4. Organizing fisherfolk <ul style="list-style-type: none"> - uniting fisherfolk to work towards a common goal - cooperation among fisherfolk - ability to bring fisherfolk together and unite them - getting others to be interested - encouraging fisherfolk to think in a business manner 5. Including/attracting youth and women <ul style="list-style-type: none"> - influencing the younger people in the industry - lack of young people in the industry - making the industry attractive for young persons - including youth and women in fisherfolk organizations - encouraging more women to serve as board of director members 6. Other: <ul style="list-style-type: none"> - overcommitment of fisherfolk organizations due to increased recognition nationally and regionally - dedicated and knowledgeable personnel with capacity to undertake roles - capacity building - members policy adherence, - not meeting fisheries priorities - improving marketing and communication to fisherfolk 	<ol style="list-style-type: none"> 1. Climate change 2. Competition from private interests 3. Government support and input 4. External shocks: <ul style="list-style-type: none"> - Reduction and overexploitation of fish stocks that could result in economic downturn and difficulty in organizing fisherfolk as they will become more frustrated with their jobs and may leave the industry - IUU fishing - introduction of new technology to the industry - emerging oil and gas industry in Guyana - if strict safety and monitoring guidelines are not put into place there is the potential of the oil and gas industry to damage the fishing industry. For example, the current oil spill response plan is clouded with vague language and fisherfolk are not sure who would be compensating them if they cannot work because of a major oil spill.

Potential leadership challenges	
Internal	External
<ul style="list-style-type: none"> - passive fisherfolk waiting for things to happen and for others to do it for them - improving marketing system and fisheries standards - fisherfolk understanding of governance and political structure of the fishing industry 	

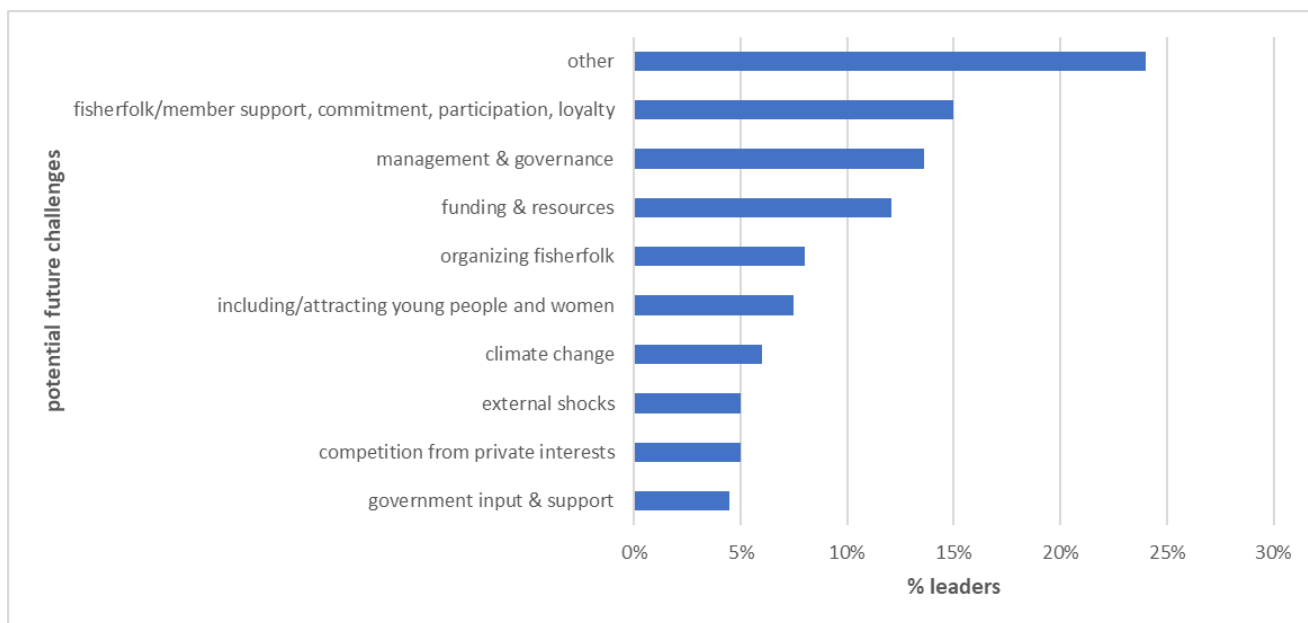


Figure 28 Potential future leadership challenges (n = 66)

Fisherfolk leaders believed that seven current challenges could continue to be challenging in the future (Table 8).

Table 8 Similar current and overlapping leadership challenges

Overlapping current and future leadership challenges	
Internal	External
<ol style="list-style-type: none"> 1. under commitment & loyalty 2. management & governance 3. funding & other unspecified resources 4. organizing fisherfolk 	<ol style="list-style-type: none"> 1. competition from private interests 2. government support & input 3. external shocks

4.6 Leadership succession

Half of the organizations (50%) led by interviewed leaders have a succession plan in place for key leadership positions while the other half do not. Twelve fisherfolk leaders provided six main reasons for the non-existence of organizational succession plans. Most leaders (66%) indicated no or limited active leadership recruitment as the main reason for their fisherfolk organizations not having a succession plan. Other significant reasons offered for a lack of succession planning by 50% (in all cases) of leaders of organizations with no planning included a lack of promising individuals to fill leadership roles; demotivation or lack of interest among fisherfolk to apply for positions; and

leadership capacity of potential leaders not being developed. A large proportion of leaders (42%) also believed present leaders were not making room for new leaders. See Figure 29.



Figure 29 Reasons for lack of succession planning in fisherfolk organizations (n = 12)

Significant proportions of interviewed leaders of organizations of various governance levels confirmed succession planning for key leadership posts (Figure 30). Both leaders interviewed from the CNFO confirm that this regional organization has a succession plan. Just over half (56%) of leaders of primary fisherfolk organizations and 35% of leaders of national fisherfolk organizations verified succession planning.

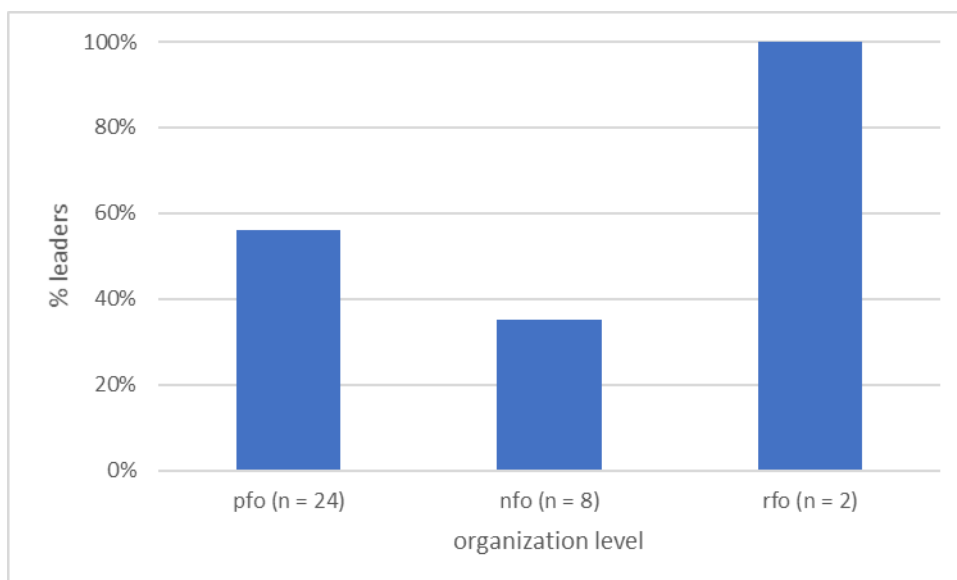


Figure 30 Succession planning according to organization level

Most leaders (74%) have identified someone who could fill their post and carry out their duties (Figure 31). Of these 34 leaders, 24 provided reasons for being able to identify their potential successors. Most leaders (63% combined) thought these persons exhibit leadership qualities and are capable individuals. Other reasons given included potential successors being currently involved in leadership (16%) and being loyal to the organization (13%). Some indicated that the identification of

successors was based on their expressed interest in leadership (4%) or was one of natural succession, e.g. vice president promoted to president (4%).



Figure 31 Leaders reasons for the identification of successors

Of the nine leaders who could not identify someone to take on their leadership roles, the majority (44%) indicated there had not been enough interest in leadership positions. Just under a quarter (22%) of the leaders noted that there is a lack of experience and capability among potential leaders. Some leaders (11% each) believe there is no commitment to the organization; that fisherfolk are content and avoid leadership positions; and that the attainment of leadership positions is ultimately dependent on the election process (i.e. that succession planning is derived through elections). With respect to the latter, the leader mentioned, that he is unable to single someone out as a successor as “the position is dependent on voting.” See Figure 32.



Figure 32 Leaders reasons for not being able to identify a successor (n = 9)

Fisherfolk organization leaders suggested a large variety of desired skills or qualities they would like their successors to have (Figure 33). The top three skills or attributes 35% of leaders are looking for

include commitment and loyalty to fisherfolk organizations and the fishing industry (17%), honesty (9%) and competency/capability [for example in general organization administration and management, business management, research, and marketing] (9%). Other specified attributes included interpersonal and communicative skills (7%), knowledge and an understanding of fisherfolk organizations (5%), transparency and accountability (5%), champion for fisherfolk/advocate for things that are right (5%), understanding of and commitment to leadership role and tasks (5%), and “other” characteristics (5%) such technological savvy, youth, compliance with fisheries laws (i.e. leading by example). Six percent of suggestions were categorized as unspecified leadership skills as leaders indicated the need for “leadership skills,” “good leader skills,” and “must show leadership tendencies”, but provided no additional information on the types of skills referred to. A significant proportion of leaders (27%) provided a number of characteristics as individual mentions that have been grouped as “leadership qualities” they believe their successor should possess. See Table 9 for listing.



Figure 33 Desired qualities or characteristics for potential successors (n = 65)

Table 9 Core leadership qualities leaders wish successors to possess

Leadership qualities	
strength	dependable
confidence	articulate
hardworking	respectful
educated	organized
intelligent	ethical
willingness to learn	patience
diligent	build on positive assets
progressive and innovative	professional

4.7 Leadership style, skills and good traits

Fisherfolk organization leaders combine three major styles of leadership to different degrees. All leaders practice participative leadership with 86% combined “always” and “very often” using this style of leadership (Figure 34).

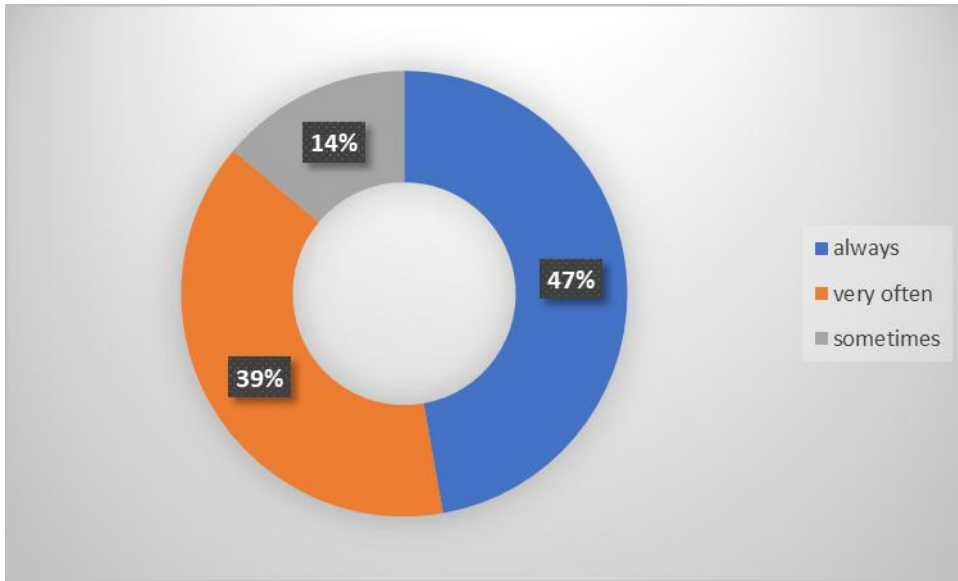


Figure 34 Use of participative (democratic) leadership style (n = 36)

Laissez-faire leadership is not common among leaders with the majority (53%) of the 17 leaders who answered this question, indicating they “never” or “rarely” use this type of leadership style (Figure 35). Leading in an authoritarian manner is least common among leaders with only 44% indicating its use. Of these, 75% rely on this style of leadership “sometimes,” while 25% “rarely” use it (Figure 36).

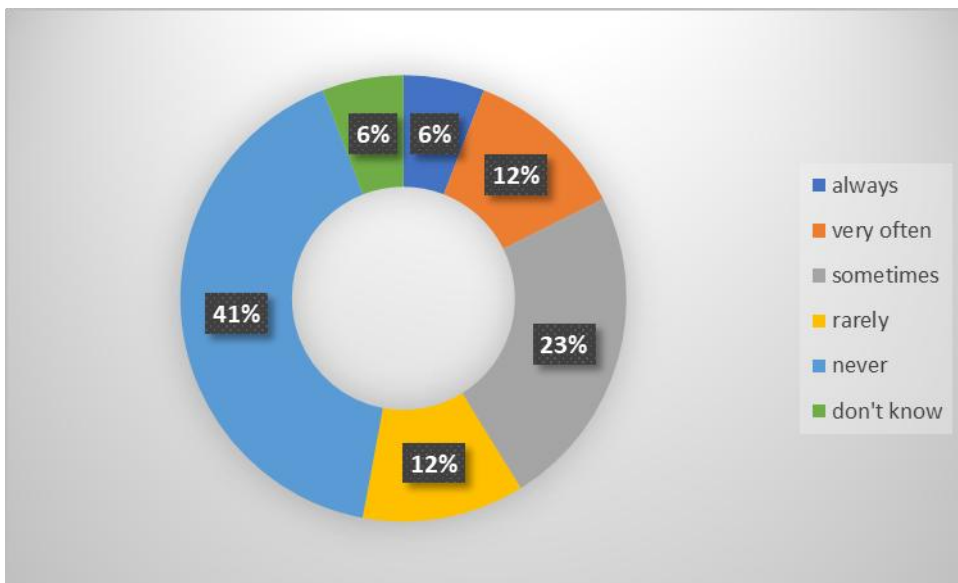


Figure 35 Use of laissez-faire (free rein) leadership style (n = 17)

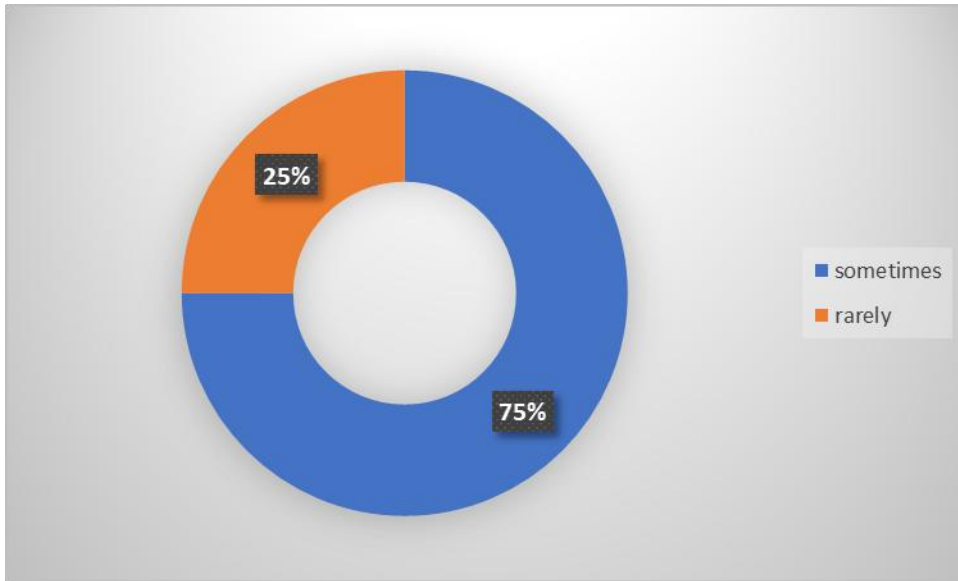


Figure 36 Use of authoritarian (autocratic) leadership style (n = 16)

Leaders believe they have brought a variety of skills or assets to the organizations they lead or have led (Figure 37). The majority (26%) indicated a range of core leadership qualities they believe they possess, referenced individually and therefore grouped as one category of asset (Table 10).

Organizations also benefited from other specific skills (34% combined) possessed by leaders which included:

- administrative, organizational and management capacity/skills [secretarial skill, good organization ability, time management, overall management skills and experience, ability to chair meetings] (14%)
- business/financial acumen and management (7%)
- communicative and communication skills (6%)
- research and project/grant development expertise [research skills, ability to attract opportunities and grants to develop fisherfolk, proposal writing] (5%)
- technical expertise/skills, mostly related to computer use (3%)

Smaller proportions of leaders indicated a knowledgeable background and education/training (8%), experience in the fishing industry and maritime sector (7%), a creative, analytical and clear thinking/approach to situations (6%), loyalty (6%), honesty (6%), advocacy and representation for fisherfolk (3%) as additional assets brought to the organizations they lead (see Figure 37). Five percent of leader suggestions were categorized as unspecified leadership skills as leaders indicated “leadership skill(s)” and “leadership” but provided no additional information on the types of skills mentioned.

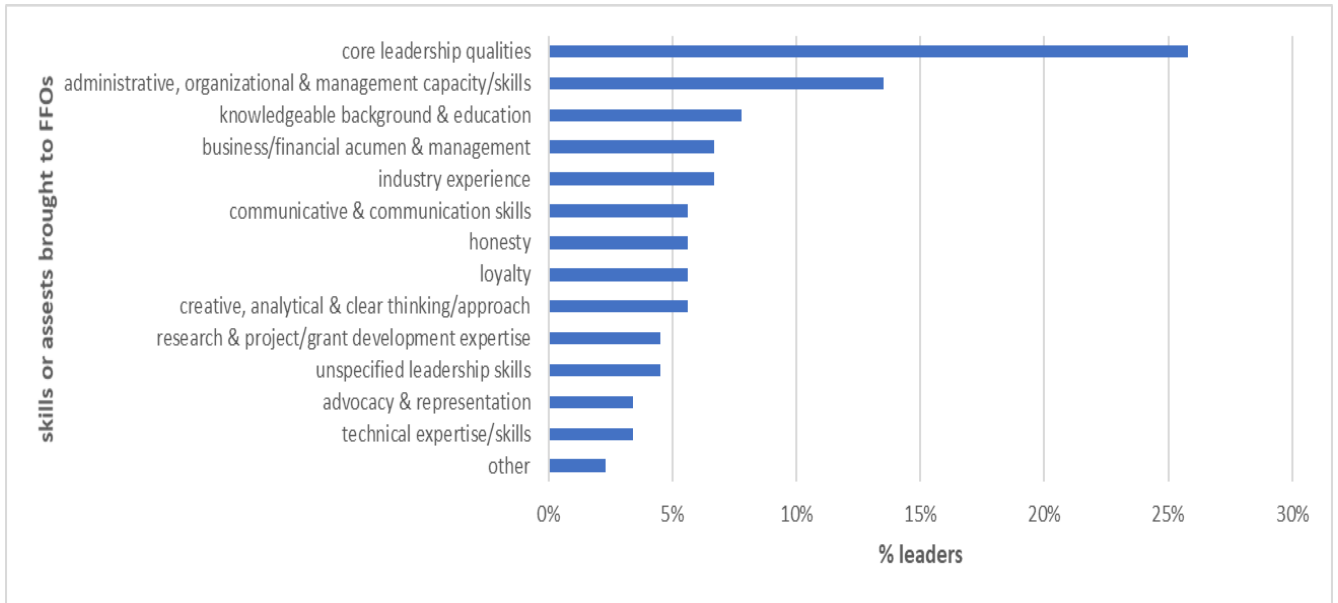


Figure 37 Range of skills and assets brought to fisherfolk organizations by leaders (n = 89)

Table 10 Range of leadership qualities possessed by fisherfolk organization leaders

Core leadership qualities	
ability and willingness to listen	open-mindedness
patience	accountability
cooperation	volunteerism
calmness	competence
dedication	professionalism
stability and balance	approachable and interpersonal
ability to teach and educate (fisherfolk)	ability to manage and adapt to changes (in the industry)
good character and behaviour	aptitude to provide direction and leadership
persistent (to get the job done)	

Fisherfolk organization leaders believe a variety of leadership traits make individuals better leaders. The top five traits perceived by leaders as good for leadership are shown in Figure 38 and include listening, communicating and collaborating (56%); pulls strengths and talents together (44%), expresses organization values (33%); leads by example (31%) and caring and positive attitude (31%). These traits were all rated as “very important” by leaders.

Five traits were not rated by leaders as being of high importance. These included: recognizes contribution; values consensus; open-minded, flexible; plans small wins, culture of success; and challenges the process.



Figure 38 Traits that make good leaders (n = 36)

4.8 Leadership capacity

Fisherfolk leaders have a low (in terms of proportion) but fairly diverse range of capacity in a number of areas, particularly in general fisheries training (20%), such as navigation and safety at sea, handling, cleaning and processing fisheries products (i.e. Hazard Analysis Critical Control Point (HACCP)), types of fishing such as FAD fishing, first aid training and gear building (e.g. FADs). Capacity is more limited in other areas with only between 9-12% of leaders participating in any type of training related to the topics listed below:

- management of organizations (board management, cooperative and NGO management, risk management; 12%),
- accounting and financial management (record or book keeping, and accounting using Quick Books; 11%),
- computer use and information technology (IT), 9%
- climate change impacts, adaptation and disaster risk management (9%)

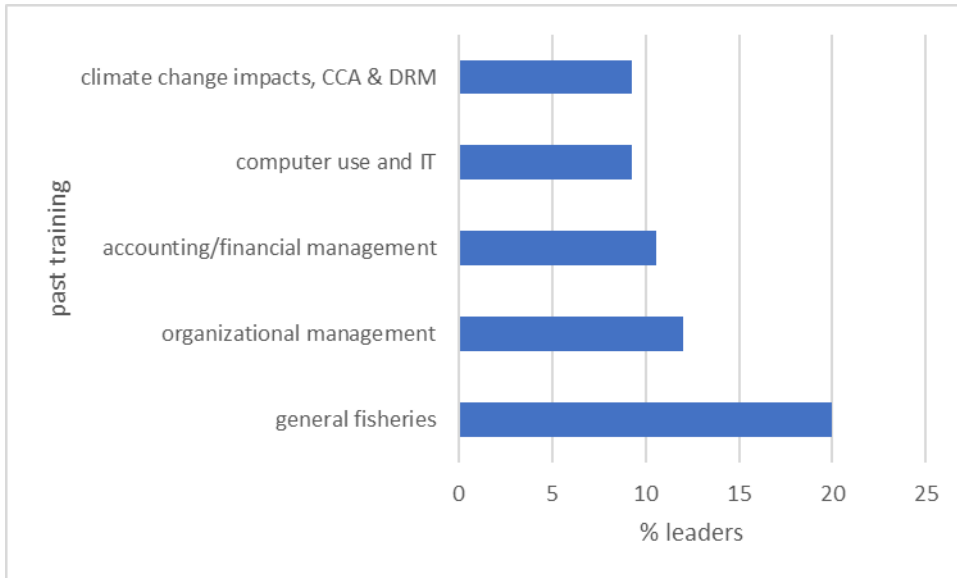


Figure 39 Structured training received by leaders in past five years (n = 75).
 (n indicates the number of responses provided (multiple responses) overall to this question)

Very limited capacity (for 5% and less of leaders) has been developed in a number of areas which are key to leadership in the fishing industry (see Table 11). There seems to be no apparent correlation between gender and type of capacity developed in fisherfolk leaders, but this may be attributable to the low sample size and warrants further investigation.

Table 11 Leadership capacity (including management) in areas critical to FFO management (n = 75)
 (n indicates the number of responses provided (multiple responses) overall to this question)

Capacity area	% leaders
leadership (unspecified coverage) leaders noted “fisherfolk leadership” and “strengthening fisherfolk to participate in leadership”	5
business operations	5
EBM & EAF	5
proposal/grant writing	4
communications	4
convening and facilitating meetings, workshops, events	1
public speaking	1
fisheries governance	1
general FFO capacity building	1

Future training needs are just as diverse and numerous as past capacity built with 22 areas highlighted by leaders. However, those gaps in capacity that were most frequently indicated by leaders included project design and management (8%), business operations (8%), general fisheries training (7%), proposal/grant writing (6%), computer use (6%), and financial resources development and management (6%).



Figure 40 Future training needs identified by fisherfolk organization leaders (n = 91)
(n indicates the number of responses provided (multiple responses) overall to this question)

A minority of multiple responses (5% and less) suggested a number of additional gaps in capacity for which they would be interested in receiving training in the next five years. There seems to be no apparent relationship between gender and training desired by fisherfolk leaders, in the small sample interviewed.

Table 12 Future training needs suggested by fisherfolk organization leaders (n = 91)
(n indicates the number of responses provided (multiple responses) overall to this question)

Capacity needs	% leaders
advocacy and representation	5
board management	5
strategic planning	5
administrative development	4
fisheries biology and management	3
climate change adaptation and disaster risk management	3
communication and outreach	3
global fisheries issues	2
public speaking	2
convening and facilitating meetings/workshops	1
gender mainstreaming in fisheries	1
relationship building	1
conflict management	1
unpacking international and regional policies	1

Leaders have received relevant training from six main sources. The majority (56%) benefited from participation in training provided by fisheries departments, and regional organizations and institutions such as UWI, CANARI and Caribbean Fisheries Training and Development Institute (CFTDI), international organizations (50%) such as The Nature Conservancy, Deutsche Gesellschaft für Internationale Zusammenarbeit or German Development Agency (GIZ), and fisheries bodies such as CRFM and CNFO (47%). Polytechnics and community colleges (6%) were rare sources for fisherfolk

organization training. Other sources of training were the cooperative department, projects, and enforcement and security agencies (e.g. the military, police force (Figure 41).

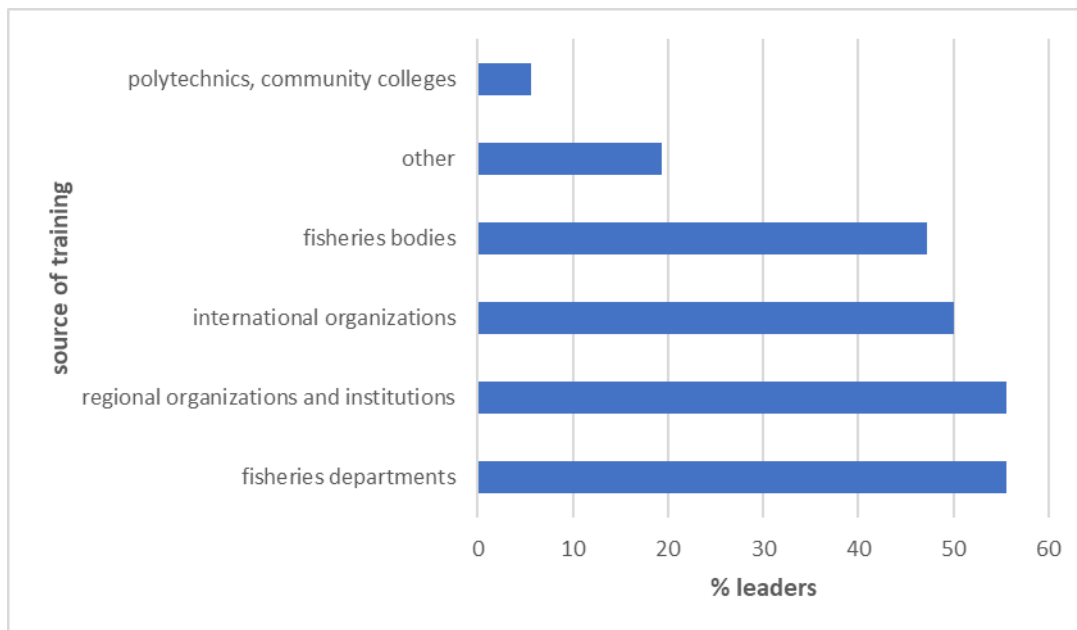


Figure 41 Sources of training for fisherfolk organization leaders (n = 36)

The overwhelming majority (94%, n = 34) of fisherfolk leaders believe accredited certification in fisherfolk organization leadership from an officially recognized training institute, school, university etc. would be valuable to their leadership roles and careers in the fishing industry.

5 DISCUSSION

The survey findings are important contributions to the StewardFish project baseline knowledge about fisherfolk organization leaders and leadership. This knowledge, kept updated, could guide more strategic investment in fisherfolk and fisherfolk organization capacity building efforts and further research on successful fisheries management and governance in CRFM Member States. Although this initial profile is based on a small and non-random sample of all fisherfolk leaders, it may fit most CRFM Member States given similarities in Caribbean fisheries, fisherfolk culture and traditional practices.

The authors however caution that based on the number of fisherfolk organizations in the region (at minimum about 120 organizations as recorded in the CNFO membership database) versus the convenience sample (21 organizations) for this exploratory project activity, it would be prudent to extend the scope of this work to include a larger random or stratified sample of fisherfolk organization leaders for a more comprehensive leadership profile. Whereas leaders were generally pooled in this study, a statistically designed sample may allow comparisons among countries, types and levels of organizations and other more detailed analyses. Still, this study helps to highlight leader attributes and leadership roles in fisheries, the motivations and values that guide leadership behaviour, challenges faced by fisherfolk leaders, and gaps in leadership capacity that may affect fisheries stewardship.

The sections of the discussion generally follow those of the findings.

5.1 Leading fisherfolk organizations in the Caribbean context

Leadership has been the subject of research in various areas in the social sciences, but consensus regarding its definition has not been reached. Definitions of leadership are many and varied. Cogaltay (2015, p.1) offers that, “reasons for this lack of consensus stem from the differences in the reflection and priority of leadership in different areas, i.e., the concept of leadership is shaped according to the meaning attributed to it by individuals.”

For simplicity in this discussion, we use the definition provided by Blackman and Almerigi (2017) in their previously introduced book on *Leading Fisherfolk* specifically developed for fisherfolk in the Caribbean. They define leadership as “being in charge of and directing a group of people, or an organization, or the skills and ability to do this” (p. 4). Leadership has four constituents - (1) it is a process, (2) it is required to create impact, (3) it is emergent in groups, and (4) it requires drawing attention to common goals. Leadership may be assigned or emergent. Assigned leadership is based on a formal position within an organization. Emergent leadership is revealed through a leader’s natural abilities and behaviours despite lacking the power associated with a formal position (Cogaltay 2015). Thus, on a board of directors, a president is expected to be a leader by position, but a floor member representative may emerge to be equally capable as a leader.

Blackman and Almerigi (2017) define a leader as “a person who is in charge of, directs or commands a group of people or an organization.” For the leadership survey, we specifically defined a leader as “any past or present elected member of an organization’s executive/board/steering committee” to conform with the target group for this project activity. Therefore, all fisherfolk organization leaders interviewed could be considered to be assigned leaders with their leadership based on formal positions and roles. Excluding non-elected leaders, except for the two CNFO staff who function as leaders, was reasonable in this exploratory study given the challenges of engaging more fisherfolk.

Efforts to enhance small-scale fisheries viability and sustainability in Latin America and the Caribbean include the adoption of innovative management approaches such as an ecosystem approach to fisheries (EAF) or an ecosystem-based management (EBM) approach that focus on the entire ecosystems and acknowledge the concerns of local stakeholders in decision-making through strategies such as consultation and collaboration with the government (e.g. through fisheries advisory committees). In the Caribbean, although management approaches are still mostly consultative rather than collaborative, fisherfolk and their organizations can play a critical role in fisheries governance through ecosystem stewardship (McConney 2003; Salas et al. 2007; Mahon 2008; de Oliveira Leis et al. 2019). Creating empowered organizations and supporting collective action in Caribbean SSF is important if the capacity for stewardship is to be developed (McConney et al. 2014). “Local, national and regional fisherfolk organizations and their leaderships have a critical role to play in relation to the development and implementation of fisheries and related policies in the CARICOM and wider Caribbean region” for ultimately achieving sustainable management of fisheries (Phillips and Nembhard 2014, p. 132). However, for fisherfolk organizations to play a more effective role influencing policy and its implementation, the development of a core of effective leaders at all organization levels is critical (Phillips and Nembhard 2014). Effective leadership requires building the technical, organizational and management capacities of fisherfolk to participate in sustainably managing fisheries in the CRFM region.

Fisherfolk organizations were introduced to the Caribbean in the 1960s and 1970s mainly through cooperatives (McConney 2007). There are many types of fisherfolk organization categorized by “function, legal designation, structure or combinations of these” (McConney (2007, p.v)). Cooperatives and associations are the most common in the region. This was reflected in this study in

which almost equal proportions of fisherfolk organizations targeted were cooperatives (n = 11) and associations (n = 10). The structure of all kinds of cooperatives is set out by law which dictate the minimum membership, required committees or board of directors, bylaws or regulations for decision-making etc. (McConney 2007). Associations (by whatever name) in contrast tend to have a far less legally prescribed structures and functions unless legally registered as not-for-profit companies, charities, or some other formal designation. Fisherfolk cooperatives and associations are mainly primary (local) site-based fisherfolk groups and secondary (national) level organizations. “The secondary level or national fisherfolk organization (NFO) can be an umbrella body for different kinds of primary organizations unless legal restrictions exist such as often with cooperatives” (McConney 2007, p.9). This study interviewed leaders from 16 primary fisherfolk organizations, four secondary and one regional organization. The latter being the Caribbean Network of Fisherfolk Organisations (CNFO), the only regional fisherfolk organization network for the CRFM countries. Through its engagement in regional fisheries initiatives and projects, the CNFO is in a key position to influence regional fisheries stewardship (GIFT, 2018).

5.2 Leadership by gender, age and education

5.2.1 Gender and leadership

Fisherfolk organizations are male dominated. The findings of the leadership survey and the records of the CNFO member database show that there are many more men than women in leadership roles in the fishing industry in CRFM Member States. These findings are supported by CNFO database records. Of 50 FFOs across fourteen countries² for which sex-disaggregated data on heads of organizations (e.g. president) are recorded, 46 were led by men and only four by women. The latter include the Barbados National Union of Fisherfolk Organisations (BARNUFO), the St. Kitts Nevis National Fisherfolk Organisation, Laborie Fishers and Consumer Cooperative Society Ltd. in Saint Lucia, and the St. Vincent and the Grenadines Fish Vendors Co-operative Society.

The findings of the leadership survey suggest women tend to be more prominent in the more supportive leadership posts such as secretary. At the organizational level, greater proportions of women than men lead primary fisherfolk organizations in the posts of vice president and secretary, as well as serve in greater numbers as executive members/directors. Equal proportions of men and women take on the role of president in national fisherfolk organizations. Two of eight women leaders surveyed hold the top posts of president and vice president both in the Barbados National Union of Fisherfolk Organisations (BARNUFO) in Barbados. One woman serves as secretary in the only regional fisherfolk organization (CNFO) in the CRFM region.

“There is little empirical evidence of gender awareness or examples of gender mainstreaming and trends in ensuring equality in fisherfolk organizations. Gender analysis and related research in Caribbean fisheries is sparse and few data explicitly concern organizations” (McConney and Medeiros 2014, p.145). Worldwide, women face barriers to accessing leadership and decision-making roles. “While there is an opportunity for women to be a part of these organizations, women are often underrepresented—both as members and as leaders—due to social norms and a lack of recognition of women’s roles in the industry” (Siles et al. 2019, p. 25).

² Anguilla, Antigua and Barbuda, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, Montserrat, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Haiti and Suriname

For Caribbean women however, these may not necessarily be inhibiting factors to their participation as leaders in fisherfolk organizations. Caribbean women typically seem to feel and be less constrained by matters such as education, culture, and finance than women in many other parts of the world in terms of participating and being accepted in various activities in the fishing industry. In fact, in Barbados two of the three national fisherfolk leaders have been women since the establishment of BARNUFO in 1999, and the current leadership on the BARNUFO board of directors is mainly female (GIFT 2018). As shown in the leadership survey findings, although relatively small in number, women are serving in top leadership posts of president, vice president, and secretary across all levels of fisherfolk organizations among four of six project countries – Barbados, Saint Lucia, St. Vincent and the Grenadines and Belize. With directed engagement and succession planning, more women could eventually secure a greater share of leadership in the fishing industry in the future, contributing more to decision-making in the sector at local, national and regional levels. Additionally, with more project activities (e.g. StewardFish, SSF Gender, CRFM Gender Mainstreaming) and research in the region (e.g. UWI-CERMES GIFT) focused on engagement with fisherfolk along the value chain and accompanying strengthening or formation of organizations, opportunities for women in leadership positions could be beneficial outcomes.

In the region, there is no time series of sex disaggregated data to definitively answer if collective action among women and participation as leaders and initiators has improved. This exploratory survey shows women are involved in fisherfolk associations and cooperatives. Anecdotal information suggests there are now more women in leadership positions, fully accepted as leaders, and more attentive to the fishing industry at the national and international levels. However, the extent to which they are shaping fisheries policies to respond to women’s issues in the fishing industry and mobilizing communities to participate in fisheries planning and management in the region, is largely unknown but now being investigated. Some women from the fishing industry in the region, holding influential positions regionally (e.g. in the CNFO as chairperson) and internationally (e.g. World Forum of Fisher Peoples (WFFP) as co-chair), are strategically positioned to ensure that women and men in fisheries can be involved in and can influence decision-making (Pena and Murray 2020).

In the Caribbean, the case of women in leadership positions seems more to be based on their choice to take up leadership positions or not rather than to gender equality or equity barriers (McConney and Medeiros 2014). That choice could very much be related more to the central social structure that characterizes male and female activity – the fundamental division of labour within all societies that exists between productive (market) economic activity and reproductive (non-market) activity. Domestic and other household chores (indirect care), and caregiving for children, elderly or disabled people (direct care), predominantly the role and responsibility of women, are time consuming activities. “Women dedicate on average 3.2 times more hours per day than men to unpaid care work, translating into 201 working days over the course of a year for women compared to 63 working days for men. This unequal division of labour starts at a young age” (UNICEF, n.d., p. 3). Dedication to these activities could be a potential constraint to women taking up leadership roles and positions in fisherfolk organizations especially for women who predominate in the postharvest sector of the fisheries value chain as vendors, small-scale processors, cleaners/boners and buyers. Women for example in the postharvest sector of the flyingfish fishery in Barbados may process between 500-700 flyingfish in a 10-12 hour period per day during the flyingfish season. This represents a significant commitment of time to paid work that could preclude taking on potentially demanding leadership roles and accompanying activities.

Hesitance of women in assuming any kind of leadership role in fisherfolk organizations could also be attributed to an underlying frustration regarding governance issues due in part to inadequate

leadership skills that require improvement for the better organization functioning. This is the case for women in one fisherfolk organization in Barbados with which CERMES has been conducting gender in fisheries research. Women perceived top-down decision-making, lack of transparency, an inclination to include some cliques and isolate others, as well as infrequent communication, as main challenges with the operation of the organization. These women strongly believe in the value of the organization to themselves and the fishing industry. While some identify themselves as leaders or founders of the organization, and are eager to take on leadership roles to assist further strengthening of the association, there is some reluctance to devote further efforts to the organization without addressing these governance weaknesses (Pena et al. 2020).

“Barriers” to (and opportunities for) women’s leadership in fisherfolk organizations in CRFM Member States need to be investigated in detail using a larger random or stratified sample of fisherfolk organization leaders than this study. Siles et al. (2019, p.27) acknowledge that key conservation and gender outcomes can be strengthened when women “are engaged as constituents and leaders for sustainable fisheries management; are empowered as effective stewards of fisheries and their associated ecosystems; and are engaged to become drivers towards sustainable fisheries markets.”

5.2.2 Age and leadership

Generally, there is an absence of data on the participation of youth (15-24 years old³) in fisheries value chains in the region. This extends to no published information or data on youth involved in leadership of FFOs in the Caribbean. The findings of this survey indicate that leadership positions in fisherfolk organizations tend to be held by middle-aged women and men (50-59 years old) accounting for nearly half of all leaders rather than youth. Both men and women tend to assume their leadership roles at similar ages; at an average age of 45 and 47 years, respectively.

Indeed, taking the 15-24 year age range to define youth, the survey findings suggest that none of the leaders interviewed could be classified as youth. The youngest person among all leaders holding a leadership position is a 27-year old man and boat owner in the Dennery Fishermen Cooperative Society Ltd., Saint Lucia. He assumed the post of president in 2019; therefore outside of the youth age range. Fisherfolk organizations in Saint Lucia, St. Vincent and the Grenadines and Belize, account for the only proportion of younger leaders (14%) that are on average 34 years old.

Occupation of leadership positions by older persons seem to correlated with years and experience in the fishing industry, and therefore confidence and desire to contribute to decision-making, policy change and implementation in the fishing industry, an inclination to look after the interests of fellow fisherfolk, a desire to give back to the industry etc. (See Section 4.4). More data are needed to determine whether such a correlation persists. Most middle-aged leaders have spent most of their working lives, between 30-39 years, in the fishing industry and would have therefore naturally acquired knowledge and experience that could be applied to leadership in fisherfolk organizations. Youth will not have this level of practical experience in the industry and may therefore feel ill-prepared to guide or direct groups of people in improving the viability and sustainability of SSF in the region.

³ Age range used for youth by UN and World Bank: 15-24 years (FAO 2016; 2018)

Reverse ageism may also be a factor contributing to the lack of youth assuming leadership in fisherfolk organizations throughout CRFM member states. Youth or younger adults may have difficulty acquiring leadership posts in fisherfolk organizations due to their perceived lack of experience. In further leadership profiling, youth should be targeted, and this possible factor should be investigated.

Additionally, “the fisheries sector is strongly associated with poverty and low-paid hard labour, which makes it an unattractive choice of employment for young people” (FAO and CDB 2019, p. 28). Globally, young women and men seem reluctant to participate in fishery-related activities. Kalikoski and Franz (2014, p.80) state, “This is particularly true of the more educated youth.” They also mention that parents who are involved in the fishing industry discourage their educated children from coming into the fishing industry. However, this needs to be investigated for the Caribbean as the fishing industry has been lucrative for many and is not generally considered to be a job of last resort.

The agricultural workforce in many developing countries is rapidly aging, therefore the long-term viability of the fishing industry is dependent on promoting youth (young men and women), developing their capacity and formulating policy that will facilitate their engagement, and pursuit of innovation and entrepreneurship (FAO 2018). It is important for youth to get actively involved in the fishing industry in order to promote knowledge transfer across generations to ensure the sustainable future supply and management of these resources. “Investing in youth can result in better resource management, greater decent work opportunities and reduced waste” (FAO 2018). Since youth are creative, energetic and more inclined to adopt new technologies and techniques, their involvement in fisheries can only serve to promote its development. Educating the next generation to assume leadership of the fishing industry however will be challenging, as currently the CRFM region has an aging fisher population (FAO 2013), therefore limiting transfer of knowledge.

There have been attempts across the region by various fisherfolk organizations and fisheries authorities to encourage youth into the fishing industry through various events and outreach activities, including but not limited to:

- Eat Fish Day and Eat Fish in Schools programme, for example in Dominica.
- School visits by fisherfolk organizations, for example by BARNUFO in Barbados.
- Exhibits about the fishing industry targeting school children.

There is a need to encourage youth to engage in fisherfolk organizations and networks “as a disconnect with youth could create leadership gaps” (Kalikoski and Franz 2014, p.79). Special “youth arms” or committees should be developed as means of mentoring young persons for future participation in leadership.

5.2.3 Education and leadership

Creating effective solutions to fishing industry challenges increasingly requires a range of skills from leaders. Personal (innate) qualities or technical skills are not adequate to leading successful and sustainable fisherfolk organizations. Critical thinking, and the ability to express complex ideas clearly, are equally necessary. Many leadership qualities are part of the nature and personality of the individual. However, leadership is also a skill learned through experience and education.

“Education, broadly defined by a set of learned skills, techniques and understanding of a particular area of knowledge, is an integral part of leadership” (British Council 2015, p.5). Over half of fisherfolk organization leaders interviewed generally possess a fairly high level of formal education

at the post-secondary or tertiary levels. High levels of education, particularly post-secondary and tertiary, are prevalent among leaders across all organization levels and all project activity countries with the exception of Antigua and Barbuda. The highest level of education for leaders here is that of a secondary schooling and could be attributed to the majority of leaders (60%) in fisherfolk organizations in Antigua and Barbuda entering the industry (and working life) at an average age of 14 years in contrast to other project countries in which leaders entered the industry between the 27-36 years on average.

The majority of leaders in the post of president possess at least a secondary level of education while those in the role of secretary seem to be qualified with post-secondary and tertiary levels of education. This offers an opportunity for charismatic, less educated presidents, to work with more capable secretaries to modernize FFO leadership to, for example, use ICT for improving communication to fisherfolk, encouraging participation of youth in fisherfolk organizations, training fisherfolk etc.

A level of competency in certain fields should contribute to fisherfolk organization leaders professional success. The attainment of fairly high levels of education indicates potential within leaders in the region for further capacity development that will serve to enhance leadership skills for successful fisherfolk organization functioning and longevity.

5.3 Leadership by post duration and years in the industry

Given the most common duration of occupation of leadership posts among most fisherfolk leaders (1-5 years), there seems to be a steady rotation of individuals leading fisherfolk organizations in CRFM Member States through the democratic process of elections and in keeping with cooperative laws and constitutions of associations. Board of Directors/Executive terms for cooperative societies and associations are generally two to three years in duration with up to two possible consecutive terms (e.g. BARNUFO 2006; Government Antigua and Barbuda 2010; Government of Saint Lucia 2005;; Government of Saint Lucia 2012).

Some leaders, particularly presidents, however have held positions for lengthy, apparently consecutive terms of between 9-12 years (e.g. 2011 to present; 2009 to present; 2006-2018) that may be in contravention to co-operative laws and association by-laws that typically provide for two consecutive terms. Such behaviour impacts legitimacy; “the common way of signaling acknowledgement of a leader” (Sutton and Rudd 2016, p. 10). Followers influence the strength of a leader’s influence and therefore the performance of the group by acceptance of a leader (Sutton and Rudd 2016).” Legitimacy can be achieved through formalized mechanisms of nominations, elections, and rotations, processes that define boundary rules and provide clarity regarding the leadership role within which individuals are placed and act” (Sutton and Rudd 2016, p. 10).

In at least one case, a fisherfolk organization president has not called an annual general meeting for the election of a board in a several years due to what could be the president’s lack of confidence in persons to succeed the current board. This has created some friction within the membership of the organization. Such disregard for governance processes and procedures contribute to the failure of fisherfolk organizations that has plagued collective action and organization longevity in the region for decades. Instances such as this could reflect inadequate oversight and enforcement by regulatory bodies such as co-operative divisions with statutory responsibility for oversight, and fisheries divisions or departments that undertake informal administration of associations. The lack of adherence to fundamental organizational culture and good governance can impact members trust,

confidence, interest and satisfaction in leadership. This aspect of fisherfolk organization practice and functioning needs to be further investigated. Governance prowess and transparency are essential for efficient organizations. When members do not have the capability or the time for this, it must be delegated to a competent and dedicated cadre of managers (Kurien 2014). All fisherfolk organization membership and their leaders could benefit from instruction in building organizational culture and governance principles.

Fisherfolk organizations in Saint Lucia and St. Vincent and the Grenadines may provide good examples of organizational culture and governance process for other project activity countries. Of the 56% of leaders who have held their posts for one to five years, most (44%) take on these roles in organizations in Saint Lucia. Fisherfolk organization leaders from these countries could provide valuable insight into good governance practices that leaders in other CRFM countries could benefit from.

The majority of fisherfolk organization leaders have generally spent 10-29 years in the fishing industry in a variety of roles along the fisheries value chain. As such, this points to commitment to the industry, indicates that fishing and other occupations within the sector are not jobs of last resort (McConney 2007) and suggests their vested interest in leading their fisherfolk organizations.

Women leaders tend to spend a shorter period in leadership roles than men. This could be attributed, as discussed in Section 5.2.1, to women's need to balance domestic work and caregiving responsibilities with leadership commitments. Interestingly, women also tend to take on leadership roles at an earlier period in their engagement in the fishing industry. Most women leaders have been involved in the industry for less than 10 years compared with men leaders who have spent 30-39 years. This raises the question of whether women feel a greater affinity and a sense of responsibility for caring for SSF resources due to innate aspects attributed to women that are behavioural inclinations towards nurturing and care-giving, and warrants further investigation. "Women make up half of the world's population and are fundamental to the achievement of global environmental benefits and the Sustainable Development Goals (SDGs). As primary caretakers of households and communities, women have highly specialized and valuable knowledge for the conservation and management of natural resources" (UNDP 2018, p. 6).

5.4 Leadership inspiration, role preparation and guidance

"Motivation to participate in leadership can either be altruistic in nature or oriented toward self-enhancement" (Sutton and Rudd 2016, p.1). The findings of the leadership survey highlighted that leaders had different motivations for leadership. Sutton and Rudd (2016, p.7) state, "the motivation of a leader influences his or her behaviour and can consequently significantly influence the overall effectiveness of the organization."

Most leaders indicated taking on leadership roles for the altruistic or benevolent reasons of looking after fisherfolk interests, desire to give back to the industry and opportunity to contribute to decision-making. "Benevolence values derive from the basic requirement for smooth group functioning" (Schwartz 2012, p. 7) and promote cooperative and supportive social relations. As may be expected and assumed, some persons admitted to taking on leadership for self-serving (self-enhancing) reasons of improving their livelihood opportunities through building connections with influential people; seeking opportunities to make more money; to be more powerful; to become well-known in society (social recognition); and to travel. Legitimizing the gratification of self-oriented needs and desires is socially functional "as long as it does not undermine group goals. Rejecting all

such gratification would frustrate individuals and lead them to withhold their energies from the group and its tasks” (Schwartz 2012, p. 15). Indeed, self-interest is not necessarily disadvantageous if it drives a leader to collective action.

These differing motivations for leading fisherfolk organizations are indicative of different value structures. It may be assumed that altruistic inclinations are more likely to serve collective interests for the purpose of conservation and stewardship of SSF, while those who express self-oriented values are likely to serve individual interests (Sutton and Rudd 2016), but could initiate collective action. All in all, it appears as if leaders are dedicating their service to fisherfolk organization leadership for benevolent reasons. Such motivations can only strengthen fisherfolk engagement in stewardship and sustainable management of fisheries in the region.

There were mixed feelings regarding the level of preparation leaders had on first taking up their leadership positions. Those who believed they were well prepared referenced prior experience in similar positions in non-fisheries organizations; having the support of fisherfolk; and possessing a supportive network of past executive members from which guidance could be solicited. Leaders who were not fully prepared when taking up their positions of leadership recognized this weakness and improved their situations by learning-by-doing or learning quickly while in the post. For some, feelings of being ill-prepared for leadership roles stemmed from not being fully aware or not aware at all of what taking on the respective positions meant, involved and the expectations. Such unpreparedness could be alleviated through mentorship and succession planning in fisherfolk organizations. Where impromptu nominations are unavoidable, solicited or unsolicited guidance from past leaders may assist in smooth transitioning into leadership roles.

Within recent years, fisherfolk organizations have improved substantially “in terms of their ability to conduct their own affairs and also take their own autonomous decisions with regard to the nature of external relations and collaborations which they will enter into. However, there are still many realms where these organizations require support in order to further their missions of improving the lives and livelihood” (Kurien 2014, p.84). Any fisherfolk organization can benefit from external expertise and advice, but McConney (2007, p. 16) maintains “its own managers must be in the driver's seat ready to decide, act and learn.” Sustaining capacity involves the acquisition of new knowledge and its application in the pursuit (and attainment) of organizational goals. Learning-by-doing and adaptive learning are critical to leadership capacity (McConney 2007). Leaders have accepted and received guidance on leadership from outside their organizations. Most of this guidance was provided by fisheries authorities and cooperative departments; supportive of the SSF Guidelines, Chapter 7 *Value chains, post-harvest and trade, paragraph 7.4 “recognize the traditional forms of associations of fishers and fish workers and promote their adequate organizational and capacity development...”* (FAO 2015, p 11). The CNFO has also provided advice and as the regional network of fisherfolk organizations is in a good position to sustain leaders in the region through strengthening and facilitating networks among fishers’ organizations (McConney and Medeiros 2014). Other regional organizations working alongside fisherfolk organization leaders and their organizations for many years have been CANARI and UWI (sometimes collaboratively) through many projects and initiatives including but not limited to the following:

CANARI-led

- Strengthening Caribbean Fisherfolk to Participate in Governance
- National Diagnostic of the Functionality of Fisherfolk Organizations in Trinidad and Tobago
- Powering Innovations in Civil Society and Enterprises for Sustainability in the Caribbean

CERMES-led

- Gender In Fisheries Team (GIFT) initiative
- Providing a SSF Guidelines and gender mainstreaming protocol for the Caribbean Community Common Fisheries Policy
- Activities to sustain dialogue, partnership and organizational strengthening among fisherfolk organizations
- Activities to initiate dialogue, partnership and organizational strengthening among fisherfolk organizations
- Marine Resource Governance in the Eastern Caribbean (MarGov) project

CSOs, NGOs, donors and other FFOs have also provided some guidance to fisherfolk organization leaders.

In some instances, external guidance was solicited by fisherfolk organizations as they sought project funds and technical assistance from external entities.

5.5 Leadership challenges

There are many challenges to successfully forming and sustaining fisherfolk organizations globally. In CRFM Member States additional problems are usually due to limited capacities (McConney 2007). Leadership challenges, both current and those anticipated in the future, are diverse and differ in complexity. They may be classified broadly into numerous internal or mainly organizational challenges, and fewer external challenges caused by external shocks and pressures that provide potential threats to the success of fisherfolk organizations. Some have plagued fisherfolk organizations for decades and may or may not be due to limitations in leadership skill and capacity but rather to fisherfolk culture and their individualistic nature. The latter may contribute to the internal challenges (both current and present) leaders mentioned including under commitment and limited loyalty, poor management and governance, difficulty organizing fisherfolk, limited capacity to undertake roles and functions, communicating to members and fisherfolk, and including and attracting youth/women.

Improving membership commitment, loyalty and collective action are complex and require time and perseverance. An individual only truly commits to membership when they are willing to compromise their independence and accept the collective norms of the organization. Improving or retaining membership loyalty is based on membership satisfaction with leadership and organizational performance and how likely they would be to share the experience with other fisherfolk and encourage participation in collective action. Organizing fisherfolk is difficult due in part the individualistic nature of this group and may be influenced by past experience with the development and operation of early cooperatives and associations in the region. McConney (2007, p. 1) notes “older fishers remember the early cooperatives well. In particular, they remember the fact that many of them failed in many different places after only a few years and for many different reasons.” Regionally, fisherfolk may be “group-shy” and unwilling to repeat what they believe to be previous mistakes. McConney (2007) furthers states that some failures associated with fisherfolk institutions were personal disappointments and people remember the failures more than the successes. Understanding the history of fisherfolk organizations as well as previous initiatives for collective action in the region is critical to appreciating how past experiences shape present beliefs and perceptions even though current circumstances differ (McConney 2007). Present (and future) leaders need this background to navigate fisherfolk organizing. Incentives to organize can include all

of the elements that contribute to a better life, provided that the benefits outweigh the costs at the level of both the individual and the group.

Poor management and governance can be improved through training sessions in these areas and the adoption of organizational best practices. Limited capacity to undertake leadership roles and functions and communication to fisherfolk can be fixed simply through targeted leadership and communications training either from within the organization (making use of internal knowledge, skills and experience) or from external sources. Attention needs to be paid to gender in fisheries. Gender mainstreaming should be an integral part of SSF development and sustainable management. The collection and establishment of a solid set of baseline data for informing and facilitating gender mainstreaming in fisheries with the aim of fostering and improving the potential and capacity that already exists with women, men and youth in fisheries communities is critical to ensuring inclusion and gender equality in these social-ecological systems. The benefits of encouraging the participation of youth and women in leadership and decision-making, and suggestions for doing so have been covered in previous sections of this discussion (See Sections 5.2.1 and 5.2.2).

External challenges such as competition from private interests, limited or a lack of government support and input, and external shocks in terms of climate change, changing standards in relation to improving the fishing industry marketing system and practices, fluctuations in fish and seafood market prices with little economic return to fisherfolk, reduction and overexploitation of fish stocks, introduction of new fishing technology, and the COVID-19 pandemic, are more complex to solve and may require support from government and a desirable legal framework for active resolution (Kurien 2014).

5.6 Leadership succession

Succession planning is the long-term strategy and process which stabilizes the occupancy for key leadership positions by identifying potential and emergent leaders and strengthening their capacities that allow for seamless transfer of responsibilities. This process helps to ensure continued effective performance of an organization as well as assists the organization become adaptable in its approach to deal with change; it therefore promotes organizational sustainability (Sutton and Rudd 2016; Blackman and Almerigi 2017; Bottomley 2018). Other significant benefits of succession planning include the increasing organizational diversity among leadership ranks, promotion of retaining organizational memory, allowing continuity in strategic direction, and reinforcement of organizational culture (Bottomley 2018).

The responsibility for succession planning depends on the size and type of organization. Blackman and Almerigi (2007) note that “for fisherfolk organizations, responsibility lies with the Board of Directors and the Manager or Coordinator. The role of the Board of Directors is to define the organization’s values and maintain a culture that ensures succession planning takes place. The Manager or Coordinator provides the information for development, ensures succession plans are created, monitored and evaluated and adapted” (Blackman and Almerigi, p. 76).

Succession planning is not ubiquitous in fisherfolk organizations in the region; it is rarely a focus. Survey findings indicate there is generally, no or limited recruitment of leaders; leaders believe there are no promising individuals to fill the roles; fisherfolk are thought to be unmotivated to lead; there is no capacity development of potential leaders; and current leaders are not making way for new leaders. This is concerning as succession planning is crucial to organization sustainability and

longevity. Limited or no succession planning means there is little time to groom new leaders (Blackman and Almerigi 2007; McConney 2007) and this can hinder an organization's growth.

Leaders cannot continue to use the excuse of the non-existence of promising or up-and-coming individuals or fisherfolk who are demotivated to lead. GIFT research with fisherfolk proves otherwise. There are many persons, both women and men, who view themselves as leaders or initiators in the fishing industry and could benefit from mentoring and being given the chance to lead (Pena et al. 2020). Fisherfolk leaders recognize their deficiencies and difficulties in succession planning but training resources and initiatives specific to Caribbean fisherfolk exist for developing capacity in organizational leadership and succession planning. Compton et al. (2019) note that one such example is an e-book on leadership guidance and accompanying slide set (outputs from a FAO-funded project on the SSF Guidelines) that were developed to meet stated training needs of the CNFO (Blackman and Almerigi 2007; FAO 2016, p. v). The recently introduced (1 April 2020) CNFO leadership institute is a means for leaders to make use of potentially numerous and region-specific capacity development opportunities in leadership. The CNFO leadership institute is "to be mainly virtual, supplemented by in-person interaction where feasible. This includes regional self-help support plus national or local mentorship where required. Potential resources for the institute are vast and varied. CNFO is at the centre of both the demand and supply for the leadership institute" (CERMES 2020, p. 2).

Poor succession planning can also be a challenge for fisherfolk organizations because "sometimes people do not want to relinquish their elected positions and many times there are no nominations" (FAO, p. 81) for or from emergent leaders. Therefore, as part of the election process, if there are no candidates for the positions, the current persons are allowed to continue in their roles. The result of this type of situation could be leadership stasis. Additionally, this may "derail the formal succession planning process and block younger leaders from taking on developmental opportunities and/or formal positional leadership promotions" (Bottomley 2018, p.7). This may be the situation currently being encountered by some fisherfolk organizations in the region. Based on extensive duration of terms held by some leaders, it may seem as if potential leaders are not stepping forward or current leaders are not relinquishing leadership posts (see section 5.3). This does not auger well for longevity of fisherfolk institutions in the region.

Regardless of whether an organization has a succession plan or not, most of the fisherfolk leaders interviewed have identified a successor based on the exhibition of leadership qualities; their involvement in leadership; loyalty to the organization; and expressed interest. In response to this question on succession planning one leader noted, "there is no formal plan but I have ideas of persons to fill the leadership position. The secretary also has ideas of those who can fill leadership positions. [The organization] wants to train fisherfolk in the roles of president and in the process of being a leader." One other leader stated, "The capacity of persons is being developed to determine their directions; not necessarily to fill a position. I do not identify them as leaders." The leader explained that she does not tell them she thinks they will make good leaders when developing their capacity. Direction towards leadership (or not) is developed with time. Another leader identified persons that showed leadership potential and worked with them to determine how interested they are in taking on leadership roles.

Most leaders interviewed desire their successors to have leadership qualities and possess specific skills for the effective functioning of organizations. Some leaders do not feel the need to identify successors due to the election process. One leader stated, "I never thought of succession planning because of the election process of the organization. I look at it from the perspective of depending on elections for the organization. There is now a nominations committee. Certain things never stuck in

my head as something that needed to be done. I see it as if one wished to get elected, then there would put themselves forward; there is no need to prep them.” Fisherfolk organization leaders need however to realize that the process of election does not preclude mentorship and capacity development of potential and emergent leaders.

One of the many reasons for fisherfolk organization failure in the Caribbean has been due to little succession planning to groom new leaders (McConney 2007). It is therefore critical to urgently address this weakness in organizational culture via perhaps new approaches to ensure leadership longevity. One such approach may be through the creation of “leaderful “organizations (Blackman and Almerigi 2007; Sutton and Rudd 2016) which can be important for SSF. In this arrangement, each member of the organization gains the experience of being a leader concurrently and collectively. Sutton and Rudd (2016, p.11) suggest that, “Due to the difficulties of leadership succession, it is important to expand the focus of leadership. The image of “successful leaders” has to shift from developing individual leaders to developing “leaderful organizations” of multiple leaders, thereby increasing the pool of potential leaders.” Perhaps the “leaderful organization” will be the new way of looking at fisherfolk organizations in the region.

5.7 Leadership style and traits

The influential work of Lewin, Lippitt and White (1939) established three major styles of leadership which were briefly explored with the fisherfolk leadership profile survey. Leadership style refers to a leader’s characteristic approach when directing, motivating, guiding and managing groups of people (Lewin, Lippitt and White 1939; Blackman and Almerigi 2017). The three main types of leadership style of interest are authoritarian (autocratic), participative (democratic) and delegative (laissez-faire). Leadership styles may be used in combination by leaders depending on the situation.

Authoritarian leadership is strongly focused on command by the leader and control of the group. There is a clear division between the leader and the group. Authoritarian leaders provide clear expectations for what needs to be done, when it should be done and how it should be done. This type of leader makes decisions independently with little or no input from the rest of the group (Blackman and Almerigi 2017). This type of leadership should be applied to situations in which there is little time for group consultation or where the leader is the most knowledgeable of the group. This approach can be beneficial when a situation calls for rapid decisions and decisive actions. Decision-making under this leadership style can be less creative.

Participative or democratic leadership tends to be the most effective leadership style. Participative leaders encourage input from the group in the decision-making process but retain the final say. This approach makes the group feel engaged in the process, motivated and creative. This leadership style helps to cultivate commitment to the goals of the group (Blackman and Almerigi 2017; <https://www.verywellmind.com/leadership-styles-2795312>).

Delegative or laissez-faire leadership is the least productive of the three styles of leadership. In this type of leadership, delegative leaders provide little or no guidance to the group, leaving the decision-making up to the group. This style is used when the members (usually highly qualified experts) can appraise the situation collectively and decide what needs to be done and how to do it. However, using this style of leadership often leads to poorly defined roles and a lack of motivation (Blackman and Almerigi 2017; <https://www.verywellmind.com/leadership-styles-2795312>).

In addition to these three styles of leadership numerous other characteristic patterns of leadership have been described by other researchers – transformational, transactional, and situational (Kouzes and Posner 2007).

The fisherfolk leaders interviewed utilize a combination of leadership styles to achieve organizational objectives. However, participative leadership is most commonly used by the majority of leaders. This finding is positive since participative (democratic) leadership is typically centred on the group and is an effective approach when trying to maintain relationships with others. This type of leadership style encourages support for the leader and support among members.

“Leaders instigate and catalyze a range of activities to progress along an intended trajectory. They help articulate visions, enhance community capacity, build social networks, and organize change. As such, the values, personalities and motivations of a leader shape development of an organization” (Sutton and Rudd 2014, p.266). The trait approach to leadership is based on the assumption that a number of characteristics or qualities that are either inherent or subsequently gained shall make them powerful leaders (Colgalty 2015). Leaders interviewed selected the five main qualities (taken from a compiled list in McConney 2007) they believe make an individual a good and effective leader:

- Listening, communicating and collaborating
- Pulls strengths and talents together
- Expresses organization values
- Leads by example
- Caring and positive attitude.

McConney (2007, p. 18) notes that “communication is the basis for information exchange, awareness and education, learning, capacity building, negotiation, cooperation, coordination, collaboration, conflict management and networking. All of these are closely interrelated and critical to the success and sustainability of fisherfolk organizations.” Fisherfolk organization leaders obviously understand the importance of listening, communicating and collaboration.

The quality of being able to pull the strengths and talents of group members together to capitalize on them for management, conservation and stewardship may stem from a leader’s self-confidence that is related to a person’s belief and feeling that she or he can appropriately and effectively influence others (Colgalty 2015).

Leaders should influence the values of the organization. Organizations can grow and mature only when leaders infuse them with values. Effective leadership can influence the organizational values such as honesty, respect, ethics, tolerance etc. by demonstrating an ideal attitude in the group, establishing a vision among members, reinforcing accountability, motivating members, developing a vision plan for the organizational culture and values and by coaching group members. Leadership values are related to both personal and organizational purpose(s). Organizations that are effective, and member-oriented, develop clear, concise and a shared meaning of values or beliefs, priorities, and direction. They want all members to understand the values, contribute to the values, and live the values. Once defined, the values should impact every aspect of the organization. The leader must support and nurture this impact (Blackman and Almerigi 2017; Gülen Ertosun and Adiguzel 2018; Zydziunaite 2018).

An important personal characteristic is sociability, which is the tendency of leaders to seek and find appropriate social relationships. These types of leaders are sensitive to the needs of others and

interested in their welfare, hence these leaders tend to be caring and positive in attitude (Colgalty 2015).

5.8 Leadership capacity and skills

“Building capacity is essential in developing fisherfolk organizations and preparing them for playing a more meaningful role in fisheries governance” (McConney 2007, p. 14). Most fisherfolk organizations are structurally and operationally weak. Fisherfolk lack technical, organizational and management capacities required to fully engage and partner with government in the management of fisheries” (FAO/Global Environment Facility 2017, p. 38). “Building the educational capabilities and endowments of youth from small-scale fishing communities is one of the most sustainable ways for fostering collective action into the future to ensure better educational facilities for fishing communities. Youth that are technically, socio-culturally and politically equipped are the spearheads to making the organizations of the future more relevant and responsive to the needs of the small-scale fishery” (Kalikoski and Franz 2014, p. 79).

There is a fairly diverse range of capacity amongst leadership in the Caribbean. Most capacity lies in general fisheries training in areas of navigation and safety at sea, fish handling, gear building and types of fishing as well as first aid training; to which leaders would have been exposed in their fisheries roles across the fisheries value chain as fishers, boat owners, vendors, processors etc. However, there are still large gaps in capacity that are critical to guiding leadership in the fishing industry. Fundamental deficiencies exist in leadership proficiencies in fisheries governance (including management of organizations), business operations, proposal/grant development, administrative and financial management, computer use and information technology, climate change knowledge (impacts, adaptation, disaster risk management), EBM and EAF, and general fisherfolk organization capacity building. All of which need to be addressed to strengthen leadership for steering the fishing industry towards improved viability and sustainability. Sustainable fisheries management and stewardship require the active participation of fisherfolk.

Fisherfolk in the region have benefited from the capacity building efforts of regional and international entities (CANARI, CNFO, FAO, UWI, etc.) over the years but the human and organizational capacity of fisherfolk organizations needs to be adequately addressed (FAO/Global Environment Facility 2017) to assist fisherfolk in becoming true stewards of their resources.

As mentioned in McConney (2007, p.14), “CANARI has developed a framework for capacity building with seven main elements that organizations should focus on.” The framework highlights the breadth of capacity building, beyond just training that is required. It includes worldview, culture, structure, adaptive strategies, skills, material resources and linkages. CANARI, UWI-CERMES, CRFM and CNFO continue to build fisherfolk capacity across the region. The newly formed CNFO leadership institute is well positioned to further develop capacity building opportunities for fisherfolk organization leaders. The CNFO leadership institute’s intended focus on online delivery and learning with face-to-face instruction, as needed, has been quite well accepted by fisherfolk leaders since the first training module launched in April 2020. Module delivery is deliberately scheduled in the late evening to facilitate the participation of fisherfolk, given that most return home late after a day of fishing, vending or processing. CNFO however, does need to carefully consider the breadth and depth of its current training. Presently, there is no means of systematically determining level of or assimilation of learning. This is critical to thorough capacity building and is important to include in future iterations of education via the leadership institute since nearly all leaders interviewed believe

accredited certification would be of value. The future capacity needs of fisherfolk leaders identified from this leadership survey, particularly – project design and management, business operations, general fisheries training, proposal/grant writing, computer use, and financial resources development and management - should be considered by CNFO as possible areas of training that could be offered virtually or face-to-face by the leadership institute especially if it aims at a transformation.

Successful leaders possess a range of attributes that afford them their leader role. They are often a trusted and respected member of a community, with experience and expertise, knowledge of community systems, tenacity, and a commitment to community vision (Sutton and Rudd 2014). Most people acquire leadership skills with strengths in what they know best (McConney 2003). The variety of skills leaders have brought to fisherfolk organizations in the region is quite impressive and includes:

- administrative, organizational and management capacity/skills
- business/financial acumen and management
- communicative and communication skills
- research and project/grant development expertise
- technical expertise/skills, mostly related to computer use.

These skills, in addition to a core of 17 leadership qualities (e.g. professionalism, open-mindedness, accountability, patience, willingness to listen etc.) possessed by over a quarter of the leaders interviewed, is just what fisherfolk organizations need but is still low amongst leaders (McConney 2003). These skills can be capitalized on for strengthening fisherfolk participation in decision-making for the industry but can also be improved upon.

6 CONCLUSION

Good leadership of fisherfolk organizations is fundamentally important to the success of collective action of small-scale fishers in achieving local, national and even regional successes with respect to management, policy and stewardship in the fishing industry. Inspired and solid leadership encourages cooperation among communities and contributes to strengthening the voices of small-scale fishers at higher governance levels. Our work contributes to a baseline of knowledge on fisher organization leaders in the region. It confirms some already known information on fisherfolk organizations such as predominance of men holding leadership positions, challenges in leading and sustaining organizations, lack of or limited succession planning, and some training acquired and needed. It documents:

- older, more experienced leadership;
- limited participation of women and youth in leadership roles;
- altruistic and self-enhancement motivations for taking on leadership positions;
- solicitation of guidance from past leaders and external sources;
- future challenges leaders anticipate;
- qualities desired in successors;
- preferred leadership style;
- skills brought to the organization by leaders;
- leadership qualities;
- a wide range of training received and desired; and

- the value of accredited leadership certification.

This information is valuable to understanding Caribbean fisherfolk leadership for strategic and targeted capacity development to strengthen collaboration among fisherfolk organizations, fisheries authorities and other state agencies for the promotion and achievement of sustainable fisheries in the region.

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8 APPENDIX

LEADERSHIP PROFILE SURVEY

Country code: __ __ __

Date: dy/mo/year

ID ____/S# ____

Caribbean fisherfolk leaders capacity profile

These questions are for leaders of FFOs. "Leader" here refers to any past or present elected member of an organization's executive/board/steering committee.

You are invited to participate in this survey to improve leadership skills in fisherfolk organizations (FFOs). It is part of the FAO project on ***Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish)*** implemented by agencies including UWI-CERMES. The survey collects information for improving the skills of FFO leaders. The information collected will be used to develop practical leadership training for fisherfolk. All fisherfolk (including young people, women and those who have not led before) are expected to benefit.

The survey covers primary and national FFOs in six StewardFish project countries – Antigua and Barbuda, Barbados, Saint Lucia, St. Vincent and the Grenadines, Belize and Guyana – and some in other countries.

The survey should take about 30 minutes. Any information you provide will be kept anonymous.

Thank you in advance for participating.

Country code: __ __ __

Date: dy/mo/year

ID ____/S# ____

Organizational role and history

1. # of years in the fishing industry? _____ years
2. Current occupation (role) in the fishing industry? _____
3. For up to **2** fisherfolk organizations (FFO) you lead now, **OR** the last **2** that you have led in the past, indicate with an **[X]** the positions held and the duration of each appointment.
Use one table per FFO.

Organization 1 name <i>(record organization type – RFO, NFO, PFO)</i>	Position held	Duration of position from yyyy to yyyy; or no. of yrs
	<input type="checkbox"/> President	
	<input type="checkbox"/> Vice president	
	<input type="checkbox"/> Secretary	
	<input type="checkbox"/> Treasurer	
	<input type="checkbox"/> Assistant secretary	
	<input type="checkbox"/> Assistant treasurer	
	<input type="checkbox"/> Public relations officer	
	<input type="checkbox"/> Activities coordinator	
	<input type="checkbox"/> Other, please specify _____	

Organization 2 name <i>(record organization type – RFO, NFO, PFO)</i>	Position held	Duration of position yyyy to yyyy; or no. of yrs
	<input type="checkbox"/> President	
	<input type="checkbox"/> Vice president	
	<input type="checkbox"/> Secretary	
	<input type="checkbox"/> Treasurer	
	<input type="checkbox"/> Assistant secretary	
	<input type="checkbox"/> Assistant treasurer	
	<input type="checkbox"/> Public relations officer	
	<input type="checkbox"/> Activities coordinator	
	<input type="checkbox"/> Other, please specify _____	

4. What inspired or drove you to take on a leadership role in the FFO(s)?

MARK with an **[X]** **ALL** that apply.

- | | |
|---|---|
| <input type="checkbox"/> Desire to give back service to the industry | <input type="checkbox"/> Opportunity to be more powerful |
| <input type="checkbox"/> Desire to look after interests of fisherfolk | <input type="checkbox"/> To become well-known in society |
| <input type="checkbox"/> Wish to contribute to decision-making in fisheries | <input type="checkbox"/> Opportunity to make more money |
| <input type="checkbox"/> Improving your livelihood opportunities through connecting with influential people | <input type="checkbox"/> Opportunity to travel to different countries |
| <input type="checkbox"/> Other, specify: | <input type="checkbox"/> Other, please specify: |
| <input type="checkbox"/> Other, please specify: | <input type="checkbox"/> Other, please specify |

5.

a) When you took up the first position (first one held), how properly prepared and equipped for the role were you?

b) What did you do to function in the role?

6.

a) Do you or did you make use of the experience and expertise of current or past executive/board/committee members to learn how to improve your leadership?

- Yes No

- b) Describe how you make (made) use of such guidance.

The interviewer should also try to ascertain who the guidance was obtained from – friends, family etc.

7. Do you receive leadership guidance from sources outside the organization(s) such as NGOs, regional fisheries authority, other government agencies or research institutions? Explain how.

8. What challenges in leading a FFO do you (a) currently face and (b) expect to face in the future?

(a) Current leadership challenges	(b) Future leadership challenges
1.	1.
2.	2.
3.	3.

9. Succession planning is the process for identifying and developing new leaders who can replace old leaders when they leave, retire, get sick or die. It ensures the organization continues to run smoothly after leadership roles are passed on and helps it become adaptable in its approach to deal with change.

Interviewer should paraphrase where necessary.

- a) Does the organization you lead at the highest level (highest position held) have a succession plan in place for key leadership positions?

Yes No

b) If NO, why not? Mark **ALL** with an **[X]** that apply.

- | | |
|---|---|
| <input type="checkbox"/> No or limited active new leadership recruitment | <input type="checkbox"/> Demotivation or lack of interest among fisherfolk to apply for positions |
| <input type="checkbox"/> Lack of promising individuals to fill leadership roles | <input type="checkbox"/> Leadership capacity of potential leaders is not being developed |
| <input type="checkbox"/> Past leaders are not making room for new leaders | <input type="checkbox"/> Other, please explain |

10.

a) If you were asked to identify the best person in the organization to take your post, do the duties, could you currently do so?

Yes No

b) Explain why or why not.

Yes:	
No:	

11. What **TWO** main qualities/characteristics would you like your successor to possess?

1.	
2.	

12. Are you a member of any national committee (e.g. Fisheries Advisory Council, Ocean Governance Committee, Climate Change Committee)?

National committee(s)	
1.	
2.	
3.	
4.	

Leadership profile

13. Leadership style is the manner in which a person provides direction and motivates people. There are three major styles of leadership, which can be combined depending on the situation.

Which of the following do you use and how often? *Respondents may choose from all three styles.*

Leadership style	Explanation	Frequency of use
Authoritarian (autocratic)	the leader tells members what he or she wants done and how to do it without asking for the advice of the members ... basically giving clear orders or instructions to do exactly as the leader says	Mark ONE with an [X] <input type="checkbox"/> Always <input type="checkbox"/> Very often <input type="checkbox"/> Sometimes <input type="checkbox"/> Rarely <input type="checkbox"/> Never <input type="checkbox"/> Don't know
Participative (democratic)	the leader includes one or more members in deciding what to do and how to do it. But if agreement is not reached then the leader has the final say	Mark ONE with an [X] <input type="checkbox"/> Always <input type="checkbox"/> Very often <input type="checkbox"/> Sometimes <input type="checkbox"/> Rarely <input type="checkbox"/> Never <input type="checkbox"/> Don't know
Laissez-faire (free rein)	the leader allows the member(s) to make and lead the implementation of the decision as they wish. The leader is not necessarily held responsible for the decisions made by others.	Mark ONE with an [X] <input type="checkbox"/> Always <input type="checkbox"/> Very often <input type="checkbox"/> Sometimes <input type="checkbox"/> Rarely <input type="checkbox"/> Never <input type="checkbox"/> Don't know

14. What three main skills or assets have you brought to the organization(s) you lead?

1.

2.

3.

15. From the list below, rank in order of importance the top **FIVE** traits you believe make someone a good leader in any FFO post; where **[1]** is most and **[5]** is least important trait.

Leadership qualities
<input type="checkbox"/> Willingness to share power with the group
<input type="checkbox"/> Listens, communicates and collaborates
<input type="checkbox"/> Welcomes constructive criticism anytime
<input type="checkbox"/> Expresses the values of the organization
<input type="checkbox"/> Enables others to act as team players
<input type="checkbox"/> Encourages by recognizing contributions
<input type="checkbox"/> Inspires a shared vision and enlists others for it
<input type="checkbox"/> Pulls together strengths and talents of the group
<input type="checkbox"/> Has a caring and positive attitude towards people
<input type="checkbox"/> Values consensus, and takes the time to reach it
<input type="checkbox"/> Open-minded, flexible and willing to compromise
<input type="checkbox"/> Leads by example, considering group over self
<input type="checkbox"/> Plans small wins to promote a culture of success by celebrating accomplishments
<input type="checkbox"/> Challenges the process (pioneers, searches for opportunities, experiments, takes reasonable risks)

16. List at least **THREE** areas in which you have had structured training in the last five years (since 2015) and would like to engage in in the next five years?

Interviewer should refer to list attached of potential training areas (see page 9), should assistance be required.

Past 5 years	Next 5 years
1.	1.
2.	2.
3.	3.

Country code: __ __ __

Date: dy/mo/year

ID ____/S# ____

17. From which institutions, agencies or organizations have you received training? Mark **ALL** with an **[X]** that apply.

- Polytechnics, community colleges
- Fisheries departments
- Regional organizations and institutions – e.g. UWI, CANARI, Caribbean Fisheries Training Institute
- Fisheries bodies – e.g. CRFM, CNFO
- International organizations – e.g. FAO
- Other, please specify _____

18. Would accredited certification (i.e. provided by an officially recognized training institute, school, university etc.) in FFO leadership be valuable to you?

- Yes No

Demographics

Name:

Age:

_____years

Gender:

- Male
- Female
- Would prefer not to say
- Other _____

Highest level of formal education (pick one [X] only):

- Primary school
- Secondary school
- Post-secondary (e.g. polytechnic, skills training institute, online)
- Tertiary (e.g. university)
- Other, please specify _____

Secondary occupation (either within or outside of the fishing industry)

Thank you for participating in this interview

Guide for question 15

Potential structured training areas
Board management
Business operations
Financial resource development & management
Administrative development & management
Computer use
Strategic planning
FFO performance assessment/effectiveness evaluation
Project design & management
Proposal/grant writing
Report preparation
PPT presentation design
Public speaking
Convening & facilitating meetings/workshops
Communication & outreach
Advocacy & representation
Relationship building (with fisherfolk, partners & other FFOs)
Conflict management
Fisheries biology & management
Ecosystem approach to fisheries
Climate change adaptation and disaster risk management
Gender mainstreaming in fisheries
Global fisheries issues
Unpacking (<i>building an understanding of</i>) international & regional policies (e.g. codes of conduct), guidelines (e.g. SSF guidelines) etc.
General fisheries training – navigation, boat handling, safety at sea, food handling

*This list is not an exhaustive list but has been developed from personal observations working with fisherfolk and regional recommendations (e.g. CANARI project outputs)