



**STRATEGIES FOR TRAWL FISHERIES  
BYCATCH MANAGEMENT  
(REBYC-II CTI; GCP /RAS/269/GFF)**

**TRAINING COURSE ON  
ESSENTIAL ECOSYSTEM APPROACH TO  
FISHERIES MANAGEMENT (E-EAFM)**

**Phu Quoc, Vietnam, 7-12 September 2015**

**Ha Noi, 2015**

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## **Acknowledgments**

D-FISH would like to thank SEAFDEC for providing the training team for the E-EAFM Course. Also thanks to the support of FAOR and the FAO country office that enabled the training to take place and thanks for the funding and technical support via REBYC-II CTI.

We would like to thank all of the training course participants for sharing their expertise, knowledge, and time during this course. Further thanks are extended to the Department of Agriculture and Rural Development for co-hosting the training. Particular thanks go to Mr. Rick Gregory, Mr. Isara Chanrachkij and to Ms. Siriporn Pangsorn and the training team for their assistance from the beginning to the end the training course.

## **1. Introduction**

The Coral Triangle region of Southeast Asia is one of the world's most biologically diverse, economically productive and potentially vulnerable marine zones. As a result of increasing populations and exploitation pressures, growing threats from pollution and major ecosystem change are a particular concern in the region. Also – as more widely in the global context – the non-targeted capture of fish and non-fish species, commonly called bycatch and discards, is an increasing concern. Bycatch includes fish, turtles, corals and other seabed fauna and flora. This part of the catch tends to be poorly monitored and not managed but could have an important impact on fishery resources, habitats and ecosystems.

In some fisheries and regions, there is an increasing trend towards retention of the bycatch consisting of juveniles and small-sized fish for use as food for human consumption or for utilization as aqua feed. This is a complex issue, requiring resource and biodiversity aspects to be tackled alongside human needs and involving a mix of policy, technical and community support measures.

The project “Strategies for trawl fisheries bycatch management” (REBYC-II CTI) was conceived based on the successes of the 2002-2008 FAO/UNEP/GEF global project “Reduction of Environmental Impact from Tropical Shrimp Trawling through the Introduction of Bycatch Reduction Technologies and Change of Management”. The REBYC-II CTI project focuses on multispecies bottom trawling, where bycatch issues are amongst the most serious, with potentially significant effects on ecosystems and livelihoods. The Project is addressing these challenges by promoting sustainable fishing practices and improved trawl management.

The REBYC-II CTI project was developed under the leadership of FAO (project implementing agency) in close collaboration with its partners: Southeast Asian Fisheries Development Center (SEAFDEC) and the governments of the participating countries Indonesia, Papua New Guinea, Philippines, Thailand and Viet Nam.

Vietnam's existing laws, policies, and institutional arrangements for trawl fisheries management and bycatch issues may not be sufficient to meet international/regional requirements such as those of the Code of Conduct for Responsible Fisheries (CCRF). To enhance Vietnam's capacity, policy and institutional reform may be necessary to enable its fisheries management administrations to be strengthened, recognition of national responsibility towards international and regional requirements in relation to bycatch issues improved and stakeholders' participation in trawl fisheries management activities enhanced. EAFM can contribute significantly to fisheries institutional reform.

There have been increasing demands for implementing ecosystem approach to fisheries management (EAFM) as a result of heightened awareness of the importance of interactions among fishery resources, and between fishery resources and the ecosystems within which they exist. A further incentive has been the recognition of the multiple objectives and values of fishery resources and marine ecosystems within the context of sustainable development. In addition, it is considered essential to disseminate information about the poor state of the fisheries along with recent advances in science

that highlight both knowledge and uncertainties about the functional value of ecosystems.

In both large- and small-scale fisheries, fishing activities usually affect other components of the ecosystem in which the harvesting is occurring; for example, there is often bycatch of non-targeted species, physical damage to habitats, food-chain effects, or changes to biodiversity. In the context of sustainable development, responsible fisheries management must consider the broader impact of fisheries on the ecosystem as a whole, taking biodiversity into account. The objective is the sustainable use of the whole system, not just the targeted species.

The purpose of EAFM can be inferred from many international instruments, reports and scientific publications. Generally speaking, the purpose of an ecosystem approach to fisheries is to plan, develop and manage fisheries in a manner that addresses the multiple needs and desires of societies, without jeopardizing the options for future generations to benefit from the full range of goods and services provided by marine ecosystems. To fulfill this purpose, the EAFM should address components of ecosystems within a geographic area in a more holistic manner than is used in current traditional fisheries management approaches.

The need to apply an ecosystem approach to capture fisheries management is now globally accepted and has been endorsed in international decision-making; for example, at the Rio +20 conference in 2012. This approach represents a move away from fisheries management systems that focus only on the sustainable harvest of target species, towards systems and decision-making processes that balance environmental well-being with human and social well-being, within improved governance frameworks.

The Essential Ecosystem Approach to Fisheries Management (E-EAFM) training course has been developed through collaboration between the Food and Agriculture Organization of the United Nations (FAO); Asia-Pacific Fishery Commission; The Bay of Bengal Large Marine Ecosystem Project; SEAFDEC Swedish Project; USAID-Coral Triangle Support Partnership (CTSP) and the U.S. National Oceanic and Atmospheric Administration (NOAA). SEAFDEC's Training Department is playing a major role in rolling out the E-EAFM training course across the SE Asia Region.

The E-EAFM training course is designed for fishery and environment staff, as well as related economic development and planning staff, at the provincial/state and district/local levels, which are responsible for administering fisheries and the marine environment in which they operate. The course provides knowledge on the ecosystem approach to fisheries management process and how the use of this can assist in decision-making for responsible and sustainable capture fisheries. Participants learn about EAFM concepts and work with an EAFM plan template to develop a draft management plan for their fishery. They come to understand the principles of co-management and how to foster cross-sector coordination. Participants also practice the crucial skills of effective communication, facilitation and conflict management.

To date, few Vietnamese fisheries officers have been exposed to EAFM principles and practices. Under the third LOA with D-Fish there is provision for the implementation of

one E-EAFM Training Course. The LOA also calls for the development of the KienGiang Trawl Fisheries Management Plan that will use EAFM principles in its development and implementation.

In order to progress on these initiatives, an E-EAFM Course for Vietnamese participants associated with the pilot site in KienGiang was organized in PhuQuoc from 7-11 September 2015. The course was attended by specialist trainers from SEAFDEC TD, Viet Nam and the REBYC-II CTI Project regional coordinator (PRC).

### ***1.1. Training Course Objectives***

The main objectives of the training course were to:

- Increase participant knowledge and capacity to plan and implement EAFM in Viet Nam.
- Help local authorities in four provinces of Viet Nam to develop, implement and evaluate an EAFM plan.
- Develop a framework and timeframe for the development of the KienGiang Trawl Fisheries Management Plan

The format of the course included a mixture of presentations and facilitated discussion on why, what, and how to implement an E-EAFM at national to local levels, with reference to the existing fisheries management policies and practices in four provinces of Viet Nam: Ben Tre, Ca Mau, Ba Ria – Vung Tau and KienGiang. The course agenda is included in Appendix 01.

### ***1.2. Participants***

A total of 27 participants attended the training. The list of participants was enclosed as Appendix 1. The four Southwestern provinces, (Ben Tre, Ca Mau, Ba Ria–Vung Tau and KienGiang), were represented by officers the Department of Agriculture and Rural Development (DARD) and the Sub-Department of Capture Fisheries.

### ***1.3. Date, Venue, Agenda, and Materials***

The training course was held from 7-11 September 2015, at Boulevard Hotel in PhuQuoc Island, KienGiang, Viet Nam. At the start of the meeting, each participant was given a pack that contained copies of all presentations both in Vietnamese and English.

The 5-day course included 17 presentation sessions and many group discussion sessions. Slight modifications were made to the agenda to accommodate the fixed schedule by D-FISH instead of five and a half day-agenda at the beginning. The final agenda is presented in Appendix 2.

At the end of the course, they were provided with all remaining information, i.e. course content, course outputs, and additional reference materials (handouts and adjusted Vietnamese presentations).

## **2. Meeting summary**

After a brief introduction of the workshop by Mr. Rick Gregory, Regional Project Coordinator (PRC), Deputy Director of the Department of Capture Fisheries, Mr. Vu DuyenHai, gave introductory statements and declared the workshop open by giving a warm welcome to participants. He explained the objectives and structure of the workshop. Course participants then introduced themselves, and the PRC also provided an overview of the training course structure.

The course followed the sessions as indicated in the final agenda, (Appendix 2). Start times were adjusted to allow for the extra time required when translation from English to Vietnamese was necessary. Participants were divided into four groups based on their provinces, for working group discussions throughout the course.

## **3. Summary of course outputs**

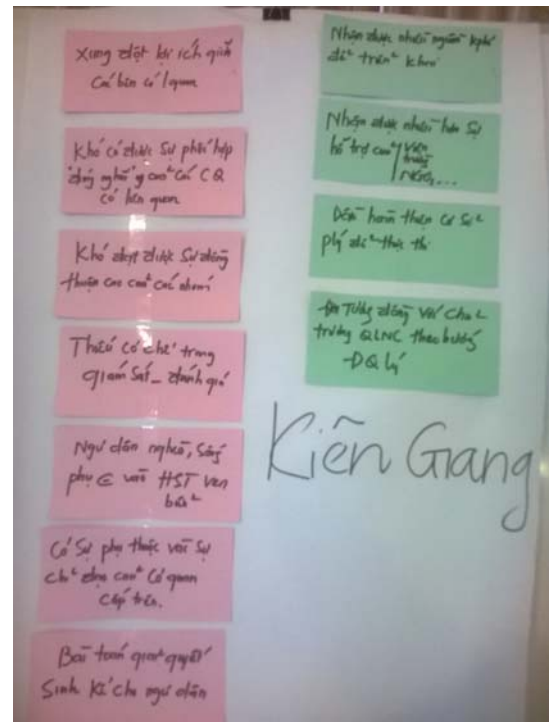
### ***3.1. Defining threats & issues in current fisheries management at provincial level***

All groups were asked to define the threats and issues facing their trawl fisheries management in the provinces. These were as follows:

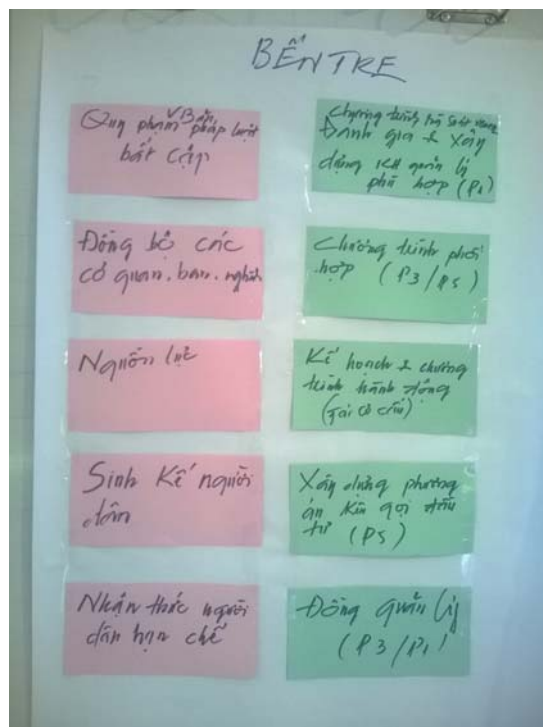
- Limited participation of stakeholders
- Limited awareness
- Lack of political will for reform
- Lack of coordination between management agencies
- Conflicts between stakeholders, (including commercial and small-scale fishers)
- High demand from fishmeal companies
- Lack of resources (human and financial)
- Lack of fisheries management enforcement
- Over-exploitation of stocks
- Limited perception of fisheries threats and the need for change in practices
- Lack of coordinated planning
- Lack of effective monitoring mechanisms
- Poor communities highly dependent on coastal resources
- Difficulty in providing alternative livelihoods
- Overlapping of management coordination systems



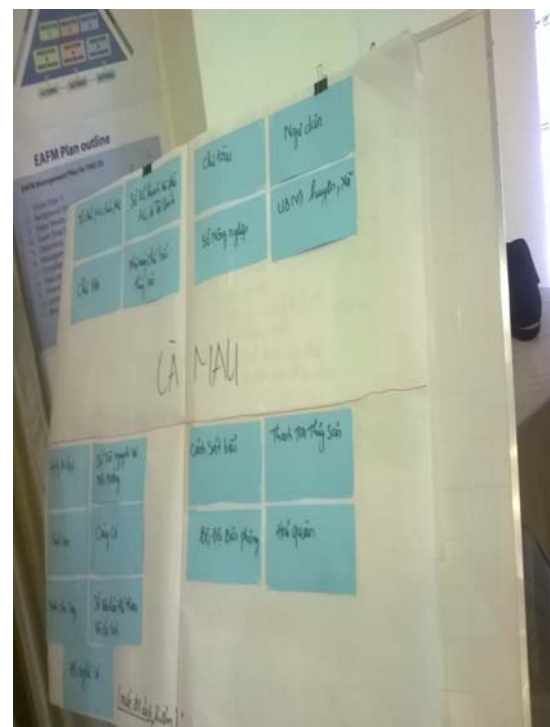
Threats and issues in Ba Ria-Vung Tau fisheries



Threats and issues in Kien Giang fisheries



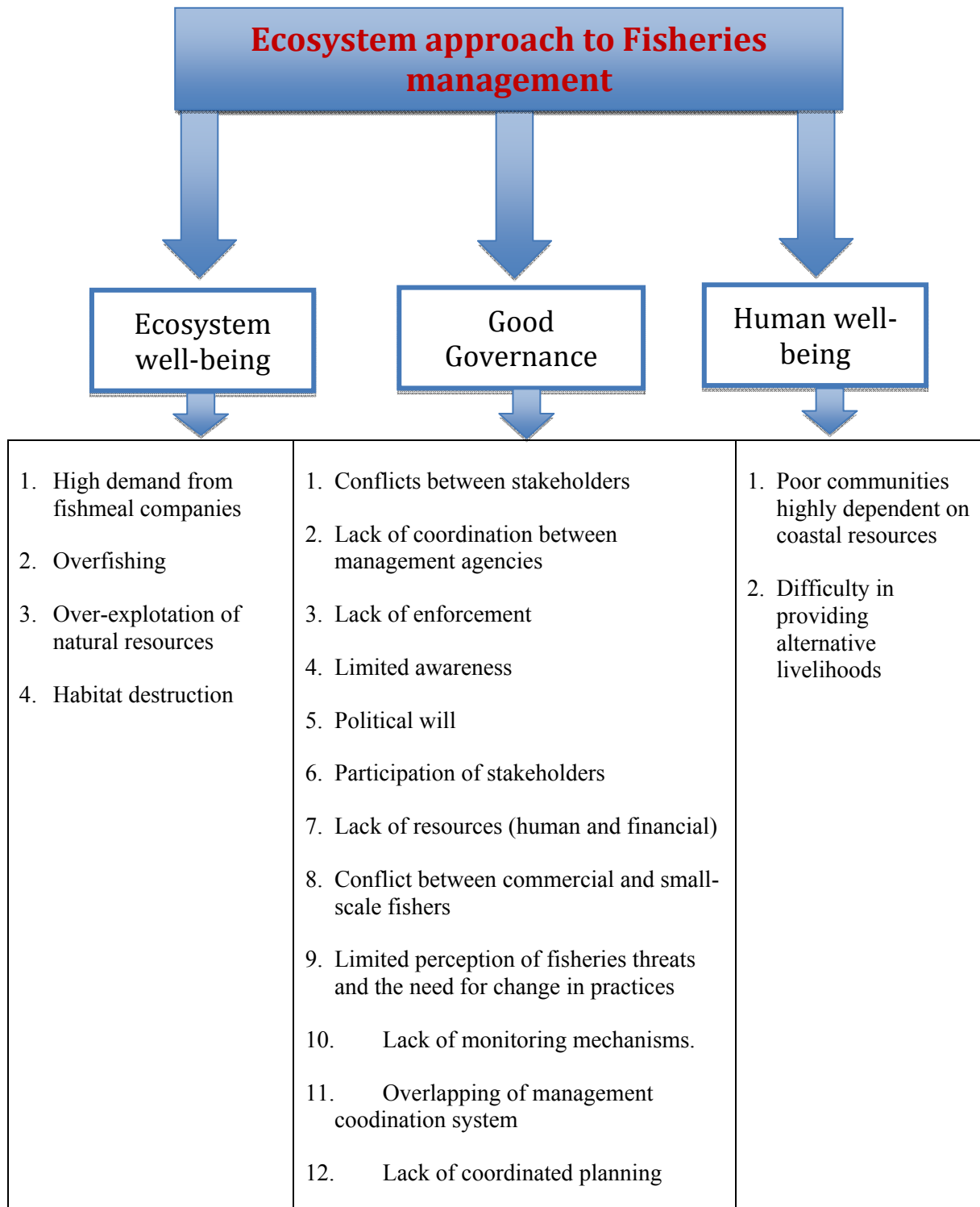
Threats and issues in Ben Tre fisheries



Threats and issues in Ca Mau fisheries



### 3.2. Major issues following three components of an EAFM



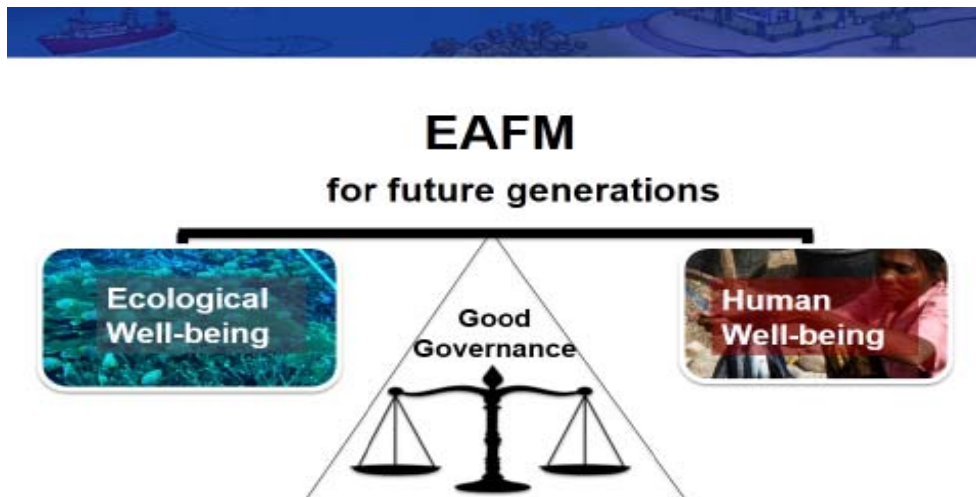
The above flowchart indicates the threats and issues relating to each component in the EAFM. In general, local authorities' defined good governance as the most challenging component, as most of the threats and issues are related to this component.

The participants agreed that most of the challenges they would face in the implementation of EAFM would be as follows:

1. Developing information education campaigns and general training materials;
2. Lack of manpower and capacity at the management level (these include financial and human resources);
3. Political challenges of integrating management (e.g. multi-sectoral management) and collaborating among agencies;
4. Lack of harmonization among organizations and institutes;
5. Difficulty in “counterparting” resources at local to national levels;
6. Developed coastal resource management plans would require updating and integrated with an EAFM;
7. Providing livelihood options for displaced fishers;
8. Assessment of the risks associated with livelihood options to identify risk associated with climate adaptation and the need to effectively collaborate among agencies to achieve it.

### ***3.3. Principles of the EAFM***

All participants were asked to understand the what and the why of EAFM and the basic principles.



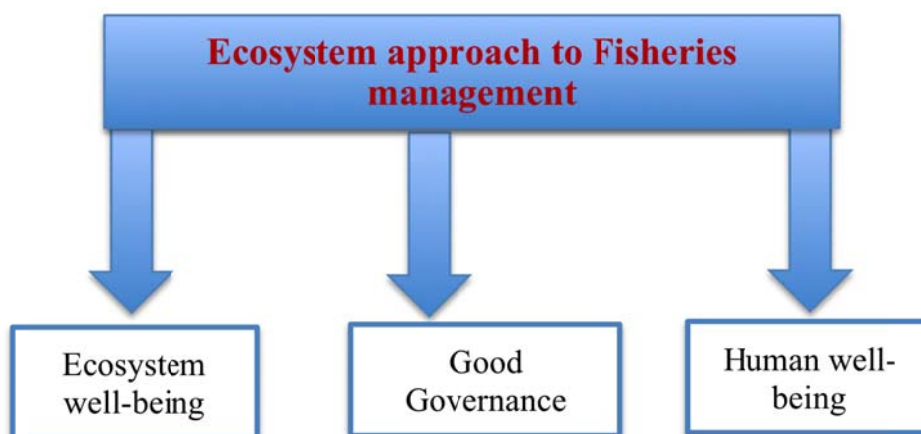
There are several principles in EAFM: good governance, appropriate scale, increased participation, multi objectives, cooperation and coordination, adaptive management and the precautionary approach. In general all participants understood and remembered these principles but realized they would face many difficulties in the application of these principles.

### 3.4. Define goals, objectives and indicators of the EAFM

The four groups were asked to define goals, objectives, indicators and relevant management actions. Based on three components of EAFM, each group defined the draft of their management plan outline including issues, goals, objectives, indicators and action plan for their management plan draft.

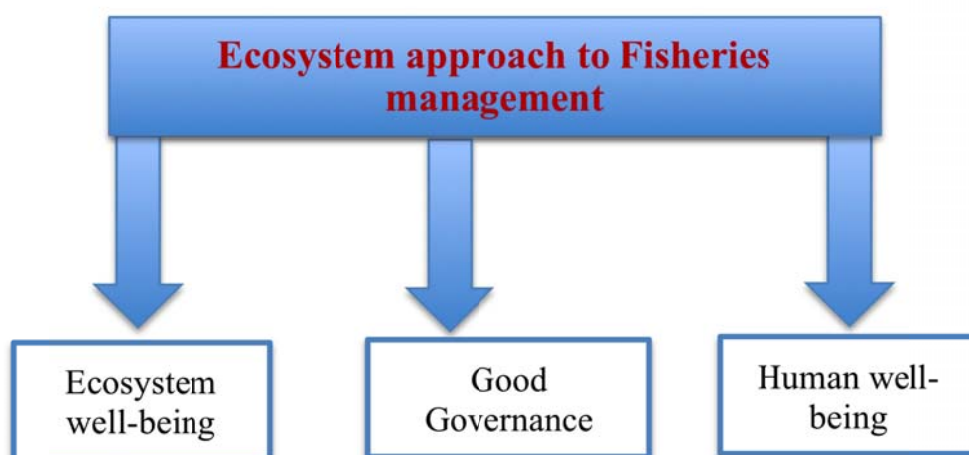
#### 3.4.1. Management plan of Ben Tre province

In Ben Tre province, they decide to select Ham Luong estuary as a case study to develop an EAFM plan. The issues to be addressed by the plan were defined according to the three EAFM components (Ecological well-being, Human well-being and Good Governance). Details are indicated in the following flowchart.



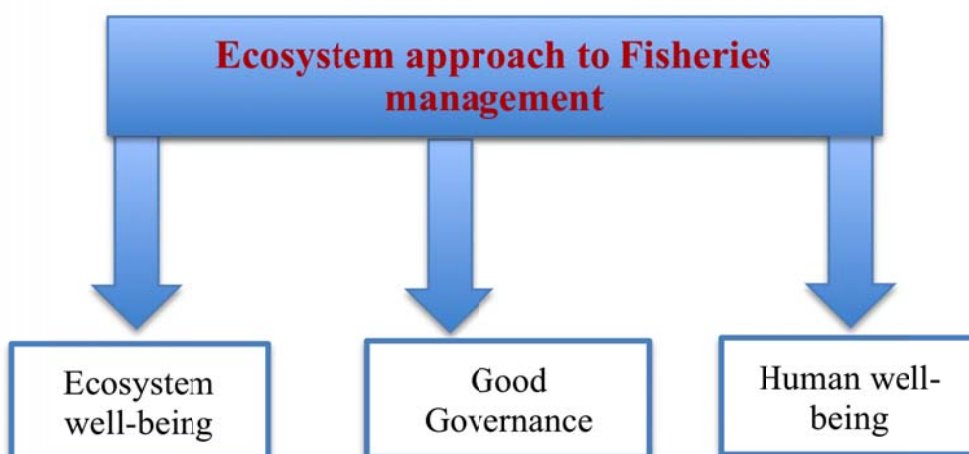
Issues	Overexploitation	Lack of enforcement	Poverty
Goals	Recovered and restocked fisheries resources	Enhanced enforcement activities	Improved livelihoods
Objectives	Reduced coastal fishing effort	Controlled coastal areas	Improved net incomes of fishing communities
Indicators	Reduction of 50% of total vessel by 2020	100% coastal fishing fleets licensed 100% fishing communities involved in fisheries co-management models	Income of communities to reach 50 million VND by 2020
Actions	Establish policies to shift into offshore areas Support alternative livelihoods Restocking fisheries resources by releasing fish juveniles	Increase surveillance boats Development of good practices in fisheries co-management	Implementation of national education program (No. 1956) to train fishing communities Considering port-harvesting advanced technologies

### 3.4.2. Management plan of Ba Ria - Vung Tau province



Issues	Overexploitation	Irregular surveillance activities	Poverty
Goals	Recovered fisheries resources	More frequent surveillance activities	Elimination of poverty and hunger
Objectives	Reduced coastal fishing capacity	Developed monitoring mechanisms between agencies	Created alternative livelihoods
Indicators	Reduction of 30% of total vessels in 2020 Reduced total catch in 2020 by 20%	Four surveillance trips conducted every month	Income of communities reach 150 million VND/family in 2020
Actions	Restocking fisheries resources by releasing fish juveniles Artificial reefs	No more development of coastal fishing fleets Prohibit trawl fisheries in coastal areas	Provide education programs

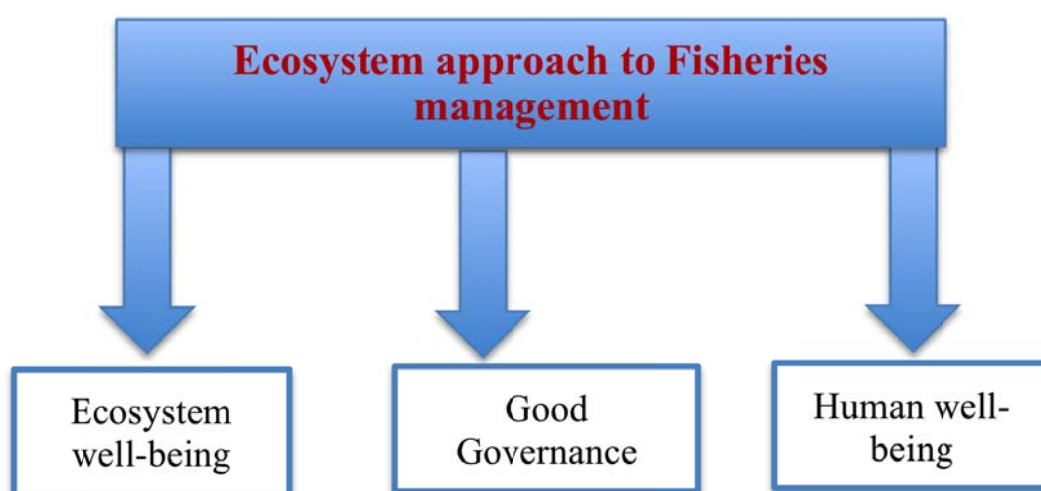
### 3.4.3. Management plan of Ca Mau province



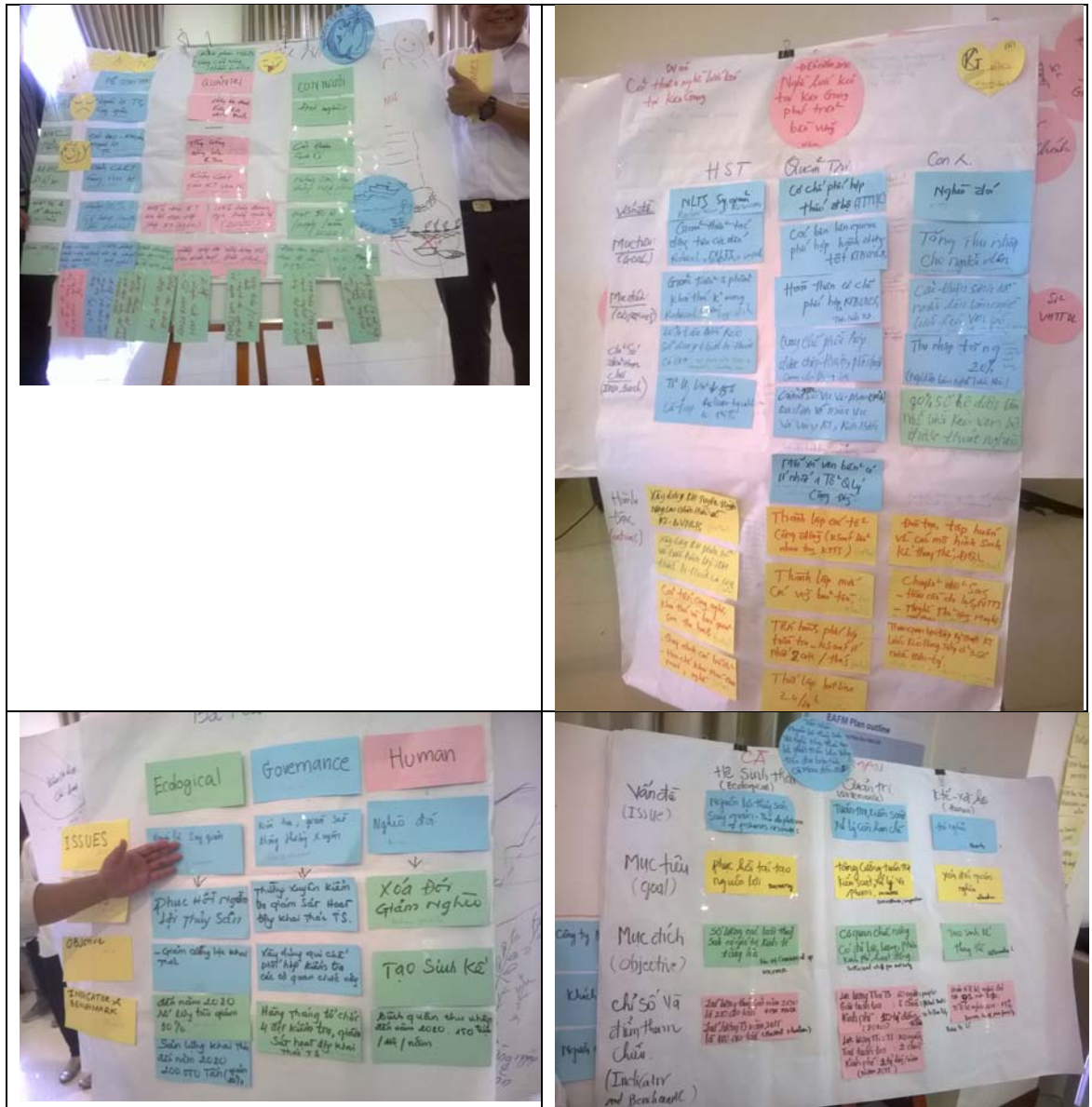
Issues	Overfished stocks	Problems on fisheries management system	Poverty
Goals	Recovered fisheries resources	- Increased surveillance activities - Applied fisheries co-	Elimination of poverty and hunger

		management	
Objectives	Increased species number	- Enforcement agencies have sufficient skills and budget - Implemented coastal fisheries co-management	Provided alternative livelihoods
Indicators	- Increasing fisheries biomass in 2020	- Enforcement team increased from 30 to 60 people and number of inspection boats equipped from 2 to 8.	Poverty family rate reduced into 2% (17% now)
Actions	- Restocking fisheries resources by releasing fish juveniles - Establishing MPAs	- Increasing surveillance activities - Co-management sites	- Providing alternative livelihood programs

#### 3.4.4. Management plan of KienGiang province



Issues	Reduced stocks	Lack of cooperation mechanisms between management agencies	Poverty
Goals	Reduced negative impacts on fisheries resources	Enhanced cooperation mechanisms between management agencies	Increased incomes
Objectives	Reduced bycatch	Completed mechanisms	Enhanced livelihood of trawl fishers
Indicators	20% of trawlers using BRDs Bycatch proportion reduced to 15%	Cooperation mechanisms accepted and implemented Reduction of violent cases	Net incomes of trawl fishers increased by 20% 80% of trawl fishers eliminated from poverty
Actions	Development of raising awareness Development and installing BRDs Improving fishing technologies	Establishing legal documents on fishing closed areas/seasons Establishing co-management sites Establishing MPAs Implementation of surveillance activities every month Establishing a fisheries hotline	Provide alternative livelihood programs Changing alternative livelihoods such as tourism, logistics



**Outcomes of group discussions to develop EAFM plan in four provinces.**

#### 4. Course evaluation by participants

According to participants' opinions, the complete package of materials including the PowerPoint presentations, handbook, that were provided during the training course were very useful and can easily be adapted in the conduct of a similar Essential EAFM Training.

In addition, after the training course, all participants were asked to give out their opinions and ideas about the course. Feedbacks from the participants were then recorded using a course evaluation questionnaire. The outcome mainly reflected their own impression and the personal feedback to improve future implementation of such EAFM training courses. The course generally got a very good evaluation but also more extreme opinions were found, which was not surprising given the different backgrounds and experiences of participants. In addition, participants recommended revising the



Vietnamese version in conjunction with English version for better understanding and easy to observe.

In general, the participants highly appreciated the course due to relevant information from the course and its applicability in the future fisheries management in general and trawl fisheries management in particular.

## **5. Lessons learned from the training course**

Participants were requested to make a brief summary after each day, which they did very successfully throughout all sessions. One activity worth remembering is the embedding steps where participants were asked to step on the different steps of EAFM and asking them what they are doing on those steps. This activity helped them to remember the EAFM steps.

An EAFM plan component was written on each card. Participants had to arrange themselves according to the order of the different components of an EAFM plan. This activity proved instructive as well as enjoyable for the participants.

In this training, the trainers tried to apply a different learning mode in addition to learning by doing. They also encouraged constructive feedback, which was more like learning from others' mistakes. The trainers also asked participants to improve on the other group's works after the group presentations on the last day.

The PowerPoint presentations in every session provided better understanding to the participants. In addition to those examples included in the presentation, the trainer provided more examples on the uses of EAFM concepts and approaches in order to provide deeper understanding on the implementation of EAFM. Participants found the drawing exercises fun and most engaging.

The trainers emphasized the link of the EAFM plan to the EAFM principles and stressed that EAFM simply expands "conventional fisheries". This means that fisheries management which people are doing at present are in some ways partly EAFM but not fully. It was also stressed that they can build on their existing fisheries management work and without necessarily dropping everything and starting anew. From the group discussions it was found out that some elements of EAFM were present in their fisheries management however they only realized it after attending the EAFM Training Course.

The participants also said that they will disseminate the information they got from the training through any dissemination channel/seminars to their target groups and even an orientation to the community on the importance of EAFM and how it can be implemented in their specific fishery management unit.

## **6. Recommendations for future implementation**

### ***6.1. Technical recommendations***

- Legal and policy frameworks must be revised and amended to support EAFM.

- Participation of all stakeholders will be a key factor to determine if EAFM is being implemented successfully or not.
- Trainers should have a good understanding of the material to be presented and thus the trainers may be required to read up on topics that are considered to be less familiar with in order to be able to facilitate the session to the level required for the audience. Also, the English and Vietnamese versions must be similar so that the audience/ participants can easily follow. All presentations must be checked a day before.
- A similar EAFM training course should be convened in the future using Vietnamese language and trainers so that more participants can attend and easy to integrate.

## ***6.2. Logistic recommendations***

- Trainers of the course should use local language to better explain theories and concepts of the EAFM.
- The EAFM course was designed to have maximum interaction between trainers, resource person, and participants within a 5-day period. The 5-day course was packed full of concepts and activities. However, some participants felt that there was not enough time to discuss the outputs of the various group activities given that there was agreed allotted time for every session to cover the 17 sessions of the whole package in the course.
- Since almost all of the participants cannot speak and understand English, the trainer had difficulty of engaging them and communicating the EAFM concepts and approach. Therefore, the trainers need have translations in some sections as requested by the participants. Therefore, the next training courses should be conducted by Vietnamese people so that it is easy to communicate with participants.
- Considering to integrate/apply the EAFM's principles/concepts with other national programs/projects is very important for future management system in Viet Nam.



## 7. Appendix

### 7.1. Appendix 1: List of participants

Ord	Full name	Organization	Position	Sex
1	Vu Duyen Hai	Department of Capture Fisheries, Directorate of Fisheries	Deputy Director	Male
2	PhạmVietAnh	Department of Capture Fisheries, Directorate of Fisheries	Officer	Male
3	Nguyen HuuBinh	Department of Capture Fisheries, Directorate of Fisheries	Officer	Male
4	Nguyen ManhCuong	Administrative section, Directorate of Fisheries	Officer	Male
5	Nguyen The Hoang	Department of Fisheries Surveillance, Directorate of Fisheries	Officer	Male
6	Nguyen Thi Trang Nhung	Department of Science and Technology and Int. Cooperation, Directorate of Fisheries	Deputy Director	Female
7	Nguyen Mai Huong	Department of Science and Technology and Int. Cooperation, Directorate of Fisheries	Officer	Female
8	Le TrungKien	Department of Agriculture and Rural Development KienGiang	Deputy Director	Male
9	Tran Ngo Minh Toan	Department of Agriculture and Rural Development KienGiang	Officer	Male
10	Duong Xuan Trung	Sub-Department of Fisheries KienGiang	Deputy Director	Male
11	Thai Thanh Lap	Sub-Department of Fisheries KienGiang	Officer	Male
12	Nguyen Van Tuan	Sub-Department of Fisheries KienGiang	Officer	Male
13	Nguyen Hong Liem	Department of Agriculture and Rural Development Ba Ria-Vung Tau	Officer	Male
14	Le Thanh Xuan	Department of Agriculture and Rural Development Ba Ria-Vung Tau	Officer	Male
15	Nguyen Huu Thanh	Sub-Department of Capture Fisheries and Resources Protection Ba Ria-Vung Tau	Officer	Male
16	Nguyen Bi	Sub-Department of Capture Fisheries and Resources Protection Ba Ria-Vung Tau	Officer	Male
17	Nguyen Cong Tan	Sub-Department of Capture Fisheries and Resources Protection Ba Ria-Vung Tau	Officer	Male
18	Tran Quoc Khanh	Department of Agriculture and Rural Development Ben Tre	Officer	Male
19	Lam Van Hoang	Department of Agriculture and Rural Development Ben Tre	Officer	Male
20	PhanNhatThanh	Sub-Department of Capture Fisheries and Resources	Deputy Director	Male

		Protection Ben Tre		
21	Tran Phuoc Thu	Sub-Department of Capture Fisheries and Resources Protection Ben Tre	Officer	Male
22	Nguyen HuuNhon	Sub-Department of Capture Fisheries and Resources Protection Ben Tre	Officer	Male
23	LuuThi My Nhan	Department of Agriculture and Rural Development Ca Mau	Officer	Female
24	Nguyen Truong On	Department of Agriculture and Rural Development Ca Mau	Officer	Male
25	Nguyen Buu San	Sub-Department of Capture Fisheries and Resources Protection Ca Mau	Deputy Director	Male
26	Le Hoang Kha	Sub-Department of Capture Fisheries and Resources Protection Ca Mau	Officer	Male
27	Nguyen Thanh Duoc	Sub-Department of Capture Fisheries and Resources Protection Ca Mau	Officer	Male
28	Rick Gregory	FAO	PRC	Male
29	RattanaTiaya	SEAFDEC/TD	Trainer	Female
30	SiripornPangsorn	SEAFDEC/TD	Trainer	Female
31	KritPhusirimongkol	SEAFDEC/TD	Trainer	Male
32	Nguyen Ba Thong	Sustainable Fisheries Partnership Foundation	Local project consultant	Male

## 7.2. Appendix 2: Final agenda

Date	Time	Activities
7 Sept. 2015 (Mon.)	0830-0900	Registration
	0900-0910	Opening address
	0915-1000	Course orientation - Trainer and participant introductions - Participants complete pre-course assessment individually Course overview
	0915-1000	Threats & issues in current fisheries management
	1000-1015	Coffee break
	1015-1130	Fisheries management and the ecosystem approach
	1130-1330	Lunch
	1330-1430	What and Why of EAFM
	1430-1515	Principle of EAFM
	1515-1530	Coffee break
	1530-1600	Principle of EAFM (Cont.)
	1600-1630	How much EAFM are you already doing?
	1700	Wrap up day one activities; homework & daily monitoring
8 Sept. 2015 (Tue.)	0800-0930	How much EAFM are you already doing? (Cont.)
	0930-1015	Moving towards EAFM
	1015-1030	Coffee break
	1030-1100	EAFM plans: the link between policy and action
	1100-1140	EAFM process overview
	1140-1200	Startup A: Preparing the ground
	1130-1330	Lunch
	1330-1420	Startup A: Preparing the ground (Cont.)
	1420-1515	Startup B: Engaging stakeholders
	1515-1530	Coffee break
	1530-1630	Startup B: Engaging stakeholders (Cont.)
1700	Wrap up day one activities; homework & daily monitoring	
9 Sept. 2015 (Wed.)	0800-1015	Step 1: Define & scope the Fishery Management Unit (FMU) Understand an practice FMU defining and scoping
	1015-1030	Coffee break
	1030-1200	Step 2: Identify & prioritize issues & goals - Identify FMU-specific issues - Discuss how to prioritize issues through risk assessment Develop goals for EAFM plan
	1130-1330	Lunch
	1330-1515	Reality check I - Identify the constraints and opportunities in meeting your FMU goals; - Use facilitation skills with co-management partners in focus group discussions (FGDs); Understand the need for conflict management in EAFM management and practice a range of conflict management techniques.
1515-1530	Coffee break	

	1530-1630	Reality check I (Cont.) - Identify the constraints and opportunities in meeting your FMU goals; - Use facilitation skills with co-management partners in focus group discussions (FGDs); Understand the need for conflict management in EAFM management and practice a range of conflict management techniques.
	1700	Wrap up day two activities & daily monitoring
10Sept. 2015 (Thu.)	0800-1015	Step 3.1-3.2: Develop the EAFM plan - Develop operational objectives; - Develop indicators and benchmarks related to the agreed objectives; Discuss pre-selected EAFM indicators as examples.
	1015-1030	Coffee break
	1030-1130	Step 3.3-3.5: Develop the EAFM plan - Agree management actions and how stakeholders will comply with these; Include financing mechanisms in the plan; Bring it all together – finalize the EAFM plan.
	1130-1330	Lunch
	1330-1400	Step 4: Implement the plan Formalize, communicate and engage
	1400-1500	Reality check II
	1500-1515	Coffee break
	1515-1530	Reality check II (Cont.)
	1530-1630	Step 5: Monitor, evaluate and adapt - Monitor performance of management actions to meet objectives and goals; - Understand what has to be monitored, when, how and by whom; - Evaluate the monitoring information and report on performance; - Adapt the plan
	1630-1700	Participant work: refining EAFM plans & preparing presentations
	1700	Wrap up day three activities & daily monitoring
11Sept. 2015 (Fri.)	0800-0845	EAFM Quiz
	0845-0900	Participant work: refining EAFM plans & preparing presentations (Cont.)
	0900-1000	Participant presentations on EAFM key elements to illustrate learning (Cont.) Feedback on presentations
	1000-1015	Coffee break
	1015-1115	Participant presentations on EAFM key elements to illustrate learning (Cont.) Feedback on presentations
	1115-1145	Course evaluation
	1145-1200	Closing ceremony