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SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

FWC Volunteer Training Manual Framework

AUGUST, 2016

THE
UNIVERSITY
OF RHODE ISLAND
GRADUATE SCHOOL
OF OCEANOGRAPHY



Hɛn Mpoano



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SNV: <http://www.snvworld.org/en/countries/ghana>

ACRONYMS

CCM	Centre for Coastal Management
CEWEFIA	Central and Western Region Fishmongers Improvement Association
CRC	Coastal Resource Center
CSLP	Coastal Sustainable Landscape Project
DAA	Development Action Association
DFAS	Department of Fisheries and Aquatic Science
DMFS	Department of Marine Fisheries Sciences
DQF	Daasgift Quality Foundation
FtF	Feed the Future
GIFA	Ghana Inshore Fishermen's Association
GIS	Geographic Information System
GNCFC	Ghana National Canoe Fishermen's Council
HM	Hen Mpoano
ICFG	Integrated Coastal and Fisheries Governance
MESTI	Ministry of Environment Science and Technology
MOFAD	Ministry of Fisheries and Aquaculture Development
NDPC	National Development Planning Commission
NGOs	Non-Governmental Organizations
SFMP	Sustainable Fisheries Management Project
SMEs	Small and Medium Enterprises
SNV	Netherlands Development Organization
SSG	SSG Advisors
STWG	Scientific and Technical Working Group
UCC	University of Cape Coast
URI	University of Rhode Island
USAID	United States Agency for International Development
WARFP	West Africa Regional Fisheries Development Program

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SECTION 1: FWC VOLUNTEER TRAINING MANUAL FRAMEWORK

1. 2 RATIONALE

Fisheries law enforcement covers a wide range of activities beyond the actual apprehension of violators. Experience and practice have shown that law enforcement requires good community relations, community education and outreach on the laws being enforced, and support for the prosecution of violators.

This framework seeks to outline a standard volunteer training module to align with the desired core competencies of Fisheries Watchdog Committee (FWC) volunteers.

Based on the FWC design document (*Supporting the Fisheries Commission's Community Fisheries Watchdog Committees: Design Document*), FWC volunteers will perform the following functions in the program's initial phases:

- Conduct seaborne and land-based patrols for visibility and monitoring. This requires a complement of trained volunteers from the communities capable of conducting regular seaborne or land-based patrols for a specific number of hours to ensure high visibility of law enforcers in order to preempt or deter potential violations. A defined and structured manual of operations shall guide the volunteers, outlining the various tasks of patrol teams, how to conduct operations planning, required logistical and technical resources, the relevant provisions of key fishery laws, how to de-escalate conflicts, and how to minimize risks, especially if volunteers do not have the legal mandate to apprehend violators. It is also important that the jurisdiction or the area of operations of specific FWC teams is defined and identified at the outset. Teams in neighboring areas should be encouraged to collaborate and should be introduced to each other before the start of operations.
- Educate fishers on fisheries and other relevant environmental laws. Volunteers are expected to have knowledge of relevant laws and to be capable of communicating these laws to various stakeholders within the community.
- Listen to stakeholders and collect feedback and information. Volunteers should engage with fishing communities to understand their complaints and concerns related to enforcement of and compliance with fishery laws, or other relevant matters, and to receive tips and reports of illegal fishing. Volunteers should also relay feedback and information back to the fishing communities in response to their concerns and reports regarding concrete actions to be undertaken by the government and law enforcement.
- Coherent reporting of infractions to the police and fisheries authorities. A protocol should be developed to enable volunteers to perform this role effectively and to ensure the integrity of the information volunteers give to the police authorities. Aside from having good knowledge of fisheries laws, volunteers should be equipped with the technical skill to use the required legal forms for gathering and reporting information on violations. They should also be able to use photo and video devices to document infractions.
- Assist in gathering evidence on fisheries infractions to facilitate conviction of violators. FWC volunteers should be trained to gather evidence during patrols or incidents of apprehension led by government law enforcement agencies. There are specific legal requirements in gathering or seizing evidence, leading to a lawful warrantless arrest.

Failure to comply with such requirements is grounds for the inadmissibility of evidence in Court.

- Serve as a witness in court proceedings. As part of the patrol team that conducted an arrest in the course of a seaborne or land-based patrol, volunteers may be required to participate in the prosecution of cases, as witnesses. Volunteers who have personal knowledge about an active case should be ready and prepared to take the witness stand in support of the prosecution.
- Ensure that all canoes or vessels at the landing site or beach are registered, and maintain a list of active fishermen at specified sites.

Important note: The list above includes the initial roles and functions of FWC volunteers during the program's pilot phase. Additional roles and functions may be added as the program progresses. For each new role – and for the roles above – the FWC organizing committee will need to update and build on the training program accordingly. Further, for each role, the FWC organizing committee will need to determine the level of oversight FWC volunteers will need to receive from FEU officers, as well as the level of coordination required between FEU and FWC volunteers.

SECTION 2: FOCUS OF THE TRAINING MODULE

The module will cover the development of relevant and appropriate knowledge, skills and attitudes (KSA) in the following five areas:

- **Organizational:** The orientation of the FWC as a community-based voluntary law enforcement organization in Ghana, as well as basic skills on organizational development and management with an emphasis on team building.
- **Social:** Constituency building (e.g., community support, coordination with FEU and other law enforcement agencies including prosecutors and the judiciary) through networking, advocacy, and information and education activities.
- **Technical:** The technical and logistical aspects of seaborne and land-based patrols, information and evidence gathering, reporting of infractions, vessel and gear identification, first aid and survival techniques, etc.
- **Legal:** Focus on developing basic skills and knowledge of the substantive provisions of Fisheries Law, the role of the FWC in the criminal justice system as a voluntary organization, legality of warrantless searches and seizure, evidence gathering, documentation, etc.
- **Environmental:** Basic knowledge of environmental conservation and management with a focus on fisheries ecosystems (open access nature of fisheries), life histories and ecology of target fish species, and key principles of Community-based Resource Management (CRM).

SECTION 3: REQUIRED TRAINING MATERIALS

Each of the training topics mentioned below will need to be supported by training materials such as training session modules, PowerPoint presentations, handouts, quizzes and exams, audio-visual presentations, and field-based activities.

SECTION 4: MONITORING

A monitoring system should be developed based on the core competencies desired for the FWC volunteers and desired learning objectives, to track training effectiveness over time.

SECTION 5: OVERVIEW OF FWC TRAINING PROGRAM COMPONENTS

An effective, well-contemplated, and continuing capacity building program is *sine qua non* to a successful and sustainable community-based fishery enforcement program. Capacity building of the FWC volunteers in Ghana should initially involve a 2-4-day intensive basic training. A sample training design is below.

Training modules should cover the range of functions of FWC volunteers and should be designed to develop the competencies of FWC volunteers through an interactive and participatory approach. Training modules should be led by trainers with law enforcement, fisheries, and legal expertise. Further, training modules may eventually be led or co-led by experienced FWC volunteers.

Immediately following the basic training, successful participants should undergo a period of shadowing and field exposures under the supervision of the trainers, FEU counterparts, and experienced FWC volunteers. This will ensure that the trained volunteers continue to develop and hone their knowledge and skills to effectively perform their duties

Periodic performance evaluations should be conducted by program managers and mentors to assess the performance of the volunteers and address any weaknesses.

Based on the results of these evaluations, volunteers should eventually be offered additional, more-advanced law enforcement trainings covering topics such as Search and Rescue; Advanced First Aid and CPR; Radio Operator Licensing; Dispute and Conflict Resolution; Life Saving Techniques; Seamanship and Navigation; Mapping and GPS; MPA Management Planning and Enforcement; etc.

General Training Framework

FWC Core Competencies	Key Elements of Role	Possible Associated Trainings	Learning Objectives	Suggested Monitoring Systems
<u>ERASE</u> Fisheries Violations				
<u>E</u> ducate the community on fisheries law	<ul style="list-style-type: none">Conduct community meetings	<ul style="list-style-type: none">Seminar on Environmental AwarenessTraining on key features	<ul style="list-style-type: none">Be able to explain fisheries laws and penalties to members of the community	<ul style="list-style-type: none">Feedback from the communityPerformance evaluationPeer Evaluation

FWC Core Competencies	Key Elements of Role	Possible Associated Trainings	Learning Objectives	Suggested Monitoring Systems
ERASE Fisheries Violations				
and raise awareness of fisheries protection and conservation	<ul style="list-style-type: none"> Establish good community relations Provide a venue to hear and address complaints from the community regarding illegal fishing practices and enforcement Take action based on feedback from the community, and relay next steps and information back to community members 	<ul style="list-style-type: none"> of fisheries laws and regulations Training on public speaking Leadership training Training on formulation of a Community Communications Plan 	<ul style="list-style-type: none"> Achieve basic understanding of fisheries ecosystems Demonstrate capacity to hear complaints and relay feedback back to the community Be able to develop a Community Communications Plan, identifying key issues, objectives by target audience, key activities, key messages, resources needed, etc. 	<ul style="list-style-type: none"> Community Communications Plan
Report infractions to the police and fisheries authorities	<ul style="list-style-type: none"> Follow the required protocols in reporting violations Validate reported information about a specific infraction Collect and document evidence Complete legal forms 	<ul style="list-style-type: none"> Rules on evidence collection Making affidavits and taking sworn statements Legal forms used in fisheries law enforcement Detection of fish caught through illegal means Technical training on the use of cameras, recording equipment, etc. 	<ul style="list-style-type: none"> Be able to document cases of infractions/violations Be able to accomplish/write basic legal documents 	<ul style="list-style-type: none"> Number of cases documented and reported (case monitoring form)
Assist in the prosecution of cases by serving as a witness in court	<ul style="list-style-type: none"> Maintain effective coordination with the prosecutor on any active case Monitor the progress of the case 	<ul style="list-style-type: none"> Law enforcement in the criminal justice system Overview of fisheries 	<ul style="list-style-type: none"> Demonstrate capacity to communicate the factual circumstances of a specific case or infraction 	<ul style="list-style-type: none"> Case monitoring form

FWC Core Competencies	Key Elements of Role	Possible Associated Trainings	Learning Objectives	Suggested Monitoring Systems
ERASE Fisheries Violations				
	<ul style="list-style-type: none"> Make necessary preparations when asked to testify in Court 	<ul style="list-style-type: none"> violations and penalties Necessary preparations when asked to testify in court 		
Seaborne and land-based patrols	<ul style="list-style-type: none"> Conduct regular patrols Develop Operations Plans Follow standard operating procedures when conducting patrols Maintain logbook for patrol operations Follow the commands provided in the Operations Plan Coordinate with other FWC Teams Ensure the safety of FWC team members when conducting patrols Ensure coordination with the appropriate authorities Maintain all equipment in good condition 	<ul style="list-style-type: none"> Rules of procedure on warrantless arrests Search and boarding procedures How to conduct Operations Planning? Navigational map reading and use of GPS Safety of Life at Sea (SOLAS) First Aid and CPR Survival Techniques Team building activities Detection of illegally caught fish Conflict management & transformation 	<ul style="list-style-type: none"> Be able to conduct patrolling with minimum supervision Demonstrate capacity to follow and implement safety procedures Be able to develop and follow an Operations Plan 	<ul style="list-style-type: none"> Patrol operations monitoring Logbooks Operations Plan Evaluation

FWC Core Competencies ERASE Fisheries Violations	Key Elements of Role	Possible Associated Trainings	Learning Objectives	Suggested Monitoring Systems
E nsure registration of canoes and fishing vessels	<ul style="list-style-type: none"> • Coordinate with the appropriate government agencies regulating vessels and gear • Conduct information drives on registration procedures • Conduct inspections with the supervision of appropriate agencies 	<ul style="list-style-type: none"> • Vessel and gear identification • Procedure on registration of gears and fishing vessels • Legal forms for registration 	<ul style="list-style-type: none"> • Be able to identify fishing vessels and gears • Be able to explain procedures for registration of fishing vessels and gears 	<ul style="list-style-type: none"> • Case monitoring form

SECTION 6: SAMPLE TRAINING DESIGN FOR FWC VOLUNTEER TRAINING

6.1 General Objective

- To develop and enhance the theoretical and technical knowledge and skills of future FWC volunteers on fishery and coastal law enforcement in Ghana

6.2 Target Participants

- FWC volunteers and select personnel from FEU and other law enforcement agencies

TOPIC	OBJECTIVE	CONTENT	METHODOLOGY
Context and Legal Aspects of Law Enforcement			
Openings and Introductions	Introduce participants and trainers	Orientation of the participants to the training program	Ice breakers
FWC Program Background & Roles and Mandate of FWC Volunteers	Discuss the nature, functions and roles of FWC volunteers	<ul style="list-style-type: none"> • Backgrounder on the creation of the FWC program • Discussion of the key functions of the FWC in the context of community-based fishery resources management 	Lecture & discussion
Marine Law Enforcement and the Criminal Justice System	<ul style="list-style-type: none"> • Explain the importance of marine law enforcement and its place within the overall criminal justice system • Describe how FWC volunteers will work with and coordinate with other key parts of this system (e.g., law enforcement agencies, the courts, etc.) 	<p>Brief discussion of the five pillars of the criminal justice system and the specific institutions involved:</p> <ul style="list-style-type: none"> • Law enforcement • Prosecution • Judiciary • Correction • Community <p>Context of marine law enforcement in Ghana:</p>	<p>PowerPoint presentation</p> <p>Open access game (optional)</p>

		<ul style="list-style-type: none"> • Fisheries ecosystems • Open access nature of fisheries • Migratory nature of species • Current state of Ghana's fisheries • Issues and problems in fisheries 	
Legal Framework of Fishery and Coastal Law Enforcement	Discuss the constitutional and statutory basis of fishery and coastal law enforcement	<ul style="list-style-type: none"> • Relevant provisions of the Constitution of Ghana • Relevant provisions of Ghana's Fisheries Act 	PowerPoint presentation
Prohibitions and Violations under Existing Fishery Laws of Ghana	Provide an overview of what is prohibited / illegal under existing Ghanaian law, as well as the associated penalties	<ul style="list-style-type: none"> • Salient points of the relevant laws with a focus on the prohibitions and penalties • • 	<p>Lecture/discussion</p> <p>Exercise on identifying elements of specific violations (optional)</p>
The Roles of an FWC Volunteer			
Educate the Community on Fisheries Laws and Raise Awareness of Fisheries Protection and Conservation			
Educating Community Members on Conservation and Fisheries Protection	<p>Introduction to:</p> <ul style="list-style-type: none"> • Conducting community meetings • Establishing good community relations • Coordinating with community leaders • Developing a Community 	<p>Developing a Community Communications Plan identifying key issues; objectives by target audience; key activities; key messages; resources needed; etc.</p> <p>What to cover in community meetings?</p> <ul style="list-style-type: none"> • Laws, reasons for the laws, and penalties • Conservation value and status of fisheries 	<p>Lecture and Discussion</p> <p>Workshop and simulations or activities</p>

	<p>Communications Plan</p> <ul style="list-style-type: none"> Organizing community activities to promote community-based fisheries management and conservation 	<p>Other forums for communicating with community members?</p> <p>Maintaining positive relations with community members</p>	
Hearing and Addressing Complaints and Reports from the Community	<ul style="list-style-type: none"> Creating opportunities and venues for hearing and recording community feedback, reports and complaints Reporting and relaying information received from community members Providing feedback and updates to community members in response to their concerns and reports regarding concrete actions to be undertaken by the government and law enforcement 	<ul style="list-style-type: none"> Participatory approach in conducting community assemblies and meetings Issue identification Developing a reporting protocol How to address complaints Feedback mechanisms 	<p>Lecture and discussion</p> <p>Workshop and simulations or activities</p>
Reporting Illegal Activity & Collecting Evidence			

Fishing Gears and Vessel Identification	Orient participants on the different fishing gears and fishing vessels used in Ghana	<ul style="list-style-type: none"> • Visual presentation of the different gears and vessels • Regulations on the use of the different gears • Regulations on the registration and use of fishing vessels 	<p>Lecture and discussion – video or slideshow</p> <p>Quizzes or group practice sessions</p>
Identification of Illegally Caught Fish	General discussion of how to detect a fish caught with the use of explosives or other illegal methods	<ul style="list-style-type: none"> • Anatomy of a typical bony fish • Identification of the external and internal manifestation of a fish caught with explosives 	<p>Lecture and discussion – video or slideshow</p> <p>Quizzes or group practice sessions</p>
Evidence Collection	<ul style="list-style-type: none"> • Discuss the rules on evidence and its importance to the prosecution of violations of fishery laws • Discuss the proper way to collect evidence so that it will be admissible in court 	<ul style="list-style-type: none"> • Concept and definition • Kinds of evidence • Rules on admissibility <p>Specific Rules</p> <ul style="list-style-type: none"> • Best evidence rule • Rules on testimonial evidence • Competency • Exception to hearsay rule • Guide to gathering evidence for specific violations • Use of photo and video in evidence collection 	<p>Lecture and discussion</p> <p>Quizzes or group practice sessions</p>
Legal Forms and Documentation	<ul style="list-style-type: none"> • Discuss the legal forms required in filing a case • Introduce participants to how to properly complete required legal forms 	<ul style="list-style-type: none"> • Affidavit-making • Guide to making an affidavit • Other legal forms: e.g. fish examination report, certificate of orderly inspection, inventory of confiscated items 	<p>Lecture and discussion</p> <p>Workshop on affidavit-making</p>
Legal Processes in Filing and Prosecution of Cases	Discuss the stages/processes in filing cases and prosecution, taking into account the role of the FWC	Flow chart on the filing of cases	Lecture and discussion
De-escalating Conflict and Identifying and Minimizing Risk	<p>Introduction to:</p> <ul style="list-style-type: none"> • Conflict management & transformation 	<ul style="list-style-type: none"> • Conflict in general • Conflict management and negotiation techniques • Resource use conflict in fisheries • Open access nature of fisheries 	<p>Lecture and discussion</p> <p>Workshop on conflict management and negotiation</p>
Written Test and Problem Solving	Enable the participants to apply the application of the	Part 1. Written test	Individual work

	concepts learned through practical and theoretical questions	Part 2. Problem solving	Group workshop
Assist the Prosecution by Serving as a Witness in Court Proceedings			
Serving as a Witness in Court Proceedings	Introduction to: <ul style="list-style-type: none"> • Maintaining effective coordination with the prosecutor on an active case • Monitoring the progress of the case • Making the necessary preparations when asked to testify in Court 	<ul style="list-style-type: none"> • Process in the prosecution of criminal cases • Necessary preparations for testifying in court • Tracking an active case • Tips when testifying in court 	Lecture and discussion Workshop and simulations or activities
Seaborne and Land-based Patrols for Visibility and Monitoring			
Introduction to FWC Seaborne and Land-based Patrols	Overview of key activities and purpose / objectives of patrols	<ul style="list-style-type: none"> • Importance of patrolling • Length, structure, and plan for a typical patrol • Minimizing risks • Required tools and materials • Introduction to Operations Planning 	Video presentation Discussion
FWC Core Patrol Teams	<ul style="list-style-type: none"> • Overview of team composition and coordination with FEU • Introduction to the different tasks and roles of different members of patrol teams • Introduction to coordination with other FWC patrol teams 	<ul style="list-style-type: none"> • Team composition and roles for FWC • Coordination with FEU • Coordination with other FWC patrol teams • Team building activities • Code of ethics and discipline 	Lecture and discussion Role-playing workshop
Safety of Life at Sea (SOLAS)	Overview of safety procedures and how to react during emergency situations at sea	<ul style="list-style-type: none"> • Safety measures • What to do (and what not to do) during sea emergency • How to do CPR and the basics of First Aid • Knot Tying 	Lecture, demonstrations, and participatory activities Hands-on learning and practice
Safety of Life at Sea (SOLAS)	Overview of safety procedures and how to react during emergency situations at sea	<ul style="list-style-type: none"> • True Diving • Tips on rescue • Basic tips on water survival • Techniques for the use of improvised first aid materials 	Individual practical exercises and diagnostic activities
Navigational Rules, Map	Introduction to the basic rules of land	<ul style="list-style-type: none"> • Land Navigation 	Lecture and participatory

and GPS Reading, Plotting and Compass Reading	navigation and how to plot, read a map and use a compass	<ul style="list-style-type: none"> • Use of Visual References • Map and Compass Reading 	<p>discussion</p> <p>Hands-on activities</p> <p>Group and individual table exercises</p>
Continuation of Navigational Rules, Map and GPS Reading, Plotting and Compass Reading	Introduction to the basic rules of navigation and how to plot, read a map and use GPS	<ul style="list-style-type: none"> • Dead Reckoning Navigation Using Compass • Marine Navigation • Rules of the Road • Use of the GPS 	<p>Lecture and discussion</p> <p>Group and individual field exercise</p>
Operations Planning in the Context of FWC Operations	Overview of operations planning	<ul style="list-style-type: none"> • Introduction to a basic Operations Plan • Key considerations in Operations Planning • Following an Operations Plan • Threat Mapping • Setting objectives • Maintaining a logbook 	<p>Lecture and table exercise</p> <p>Group workshop: Key Components of Operations Planning</p> <p>Develop a sample Operations Plan</p>
(OPTIONAL) Arrest, Search and Boarding Procedure	Overview of proper techniques and approaches for search and boarding procedures	<ul style="list-style-type: none"> • Personnel and Unit Security • Requirements for Pre-Boarding Procedures • Approach Technique • Security Measures • Rules on Engagement • Police Operational Procedures • Miranda Doctrine • Presentation of Evidence • Boarding Protocol/ Tactics • Vessel Board, Search and Seizure • Vessel ID 	<p>Lecture/ Participatory Discussion</p>

(OPTIONAL) Warrantless Arrest, Search and Seizure	Discuss the concept of warrantless arrest, search and seizure, and processes and limitations	<ul style="list-style-type: none"> • Arrest in general • Warrantless arrest • Miranda warning • Citizen's arrest • Guide in conducting warrantless arrest • Warrantless search and seizure • Concept of the "fruit of the poisonous tree" • Guide in making a warrantless search and seizure 	Lecture and discussion
Sharing of Experiences from the Field	Contextualize the basic procedure for Operations Planning, patrols, arrests, and search and boarding procedures for FWC operations through sharing of experiences	Discussion based on real-life experiences of successful – and challenged – operations and lessons learned	Participatory discussion and group sharing
Ensure registration of canoes and fishing vessels			
Ensuring Proper Registration of Vessels	<p>Introduction to:</p> <ul style="list-style-type: none"> • Coordinating with the appropriate government agencies regulating registration of vessels • Conducting an information drive on registration procedures • Conducting inspections with the supervision of appropriate agencies • Procedure for the registration of fishing vessels • Legal forms for registration 	<ul style="list-style-type: none"> • Regulations on the registration of vessels • Flow chart on registering a vessel • Legal forms required • Checklist when inspecting vessel 	Lecture and discussion
Simulation Exercise and Evaluation			

Seaborne Patrol Operation Simulation Exercise	Evaluate participants' practical application of the technical, logistical and legal aspects of FWC patrol operations	<p>Practical application of the key elements of seaborne patrol with focus on the following aspects:</p> <ul style="list-style-type: none"> • Boarding technique • Plotting coordinates • Navigation and map reading • Standard operating procedures on safety and security of team • Documentation with focus on affidavits and legal forms • Operations planning 	Field exercise & practicum with evaluation by the trainers
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Evaluation & Diagnostics

There will be group and individual awards/recognition based on evaluation of volunteers by the trainers