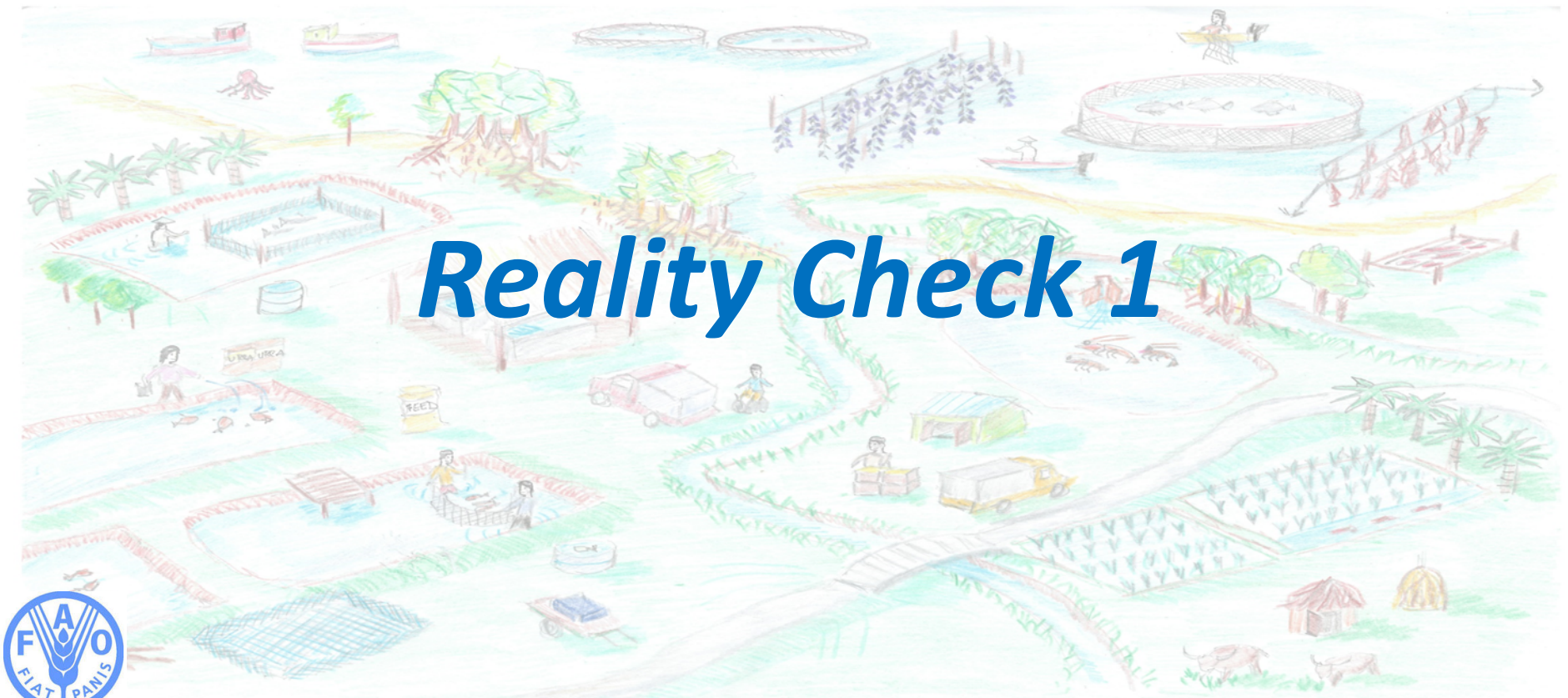


# Developing capacity in the Ecosystem Approach to Aquaculture Management (EAAM)

## *Reality Check 1*



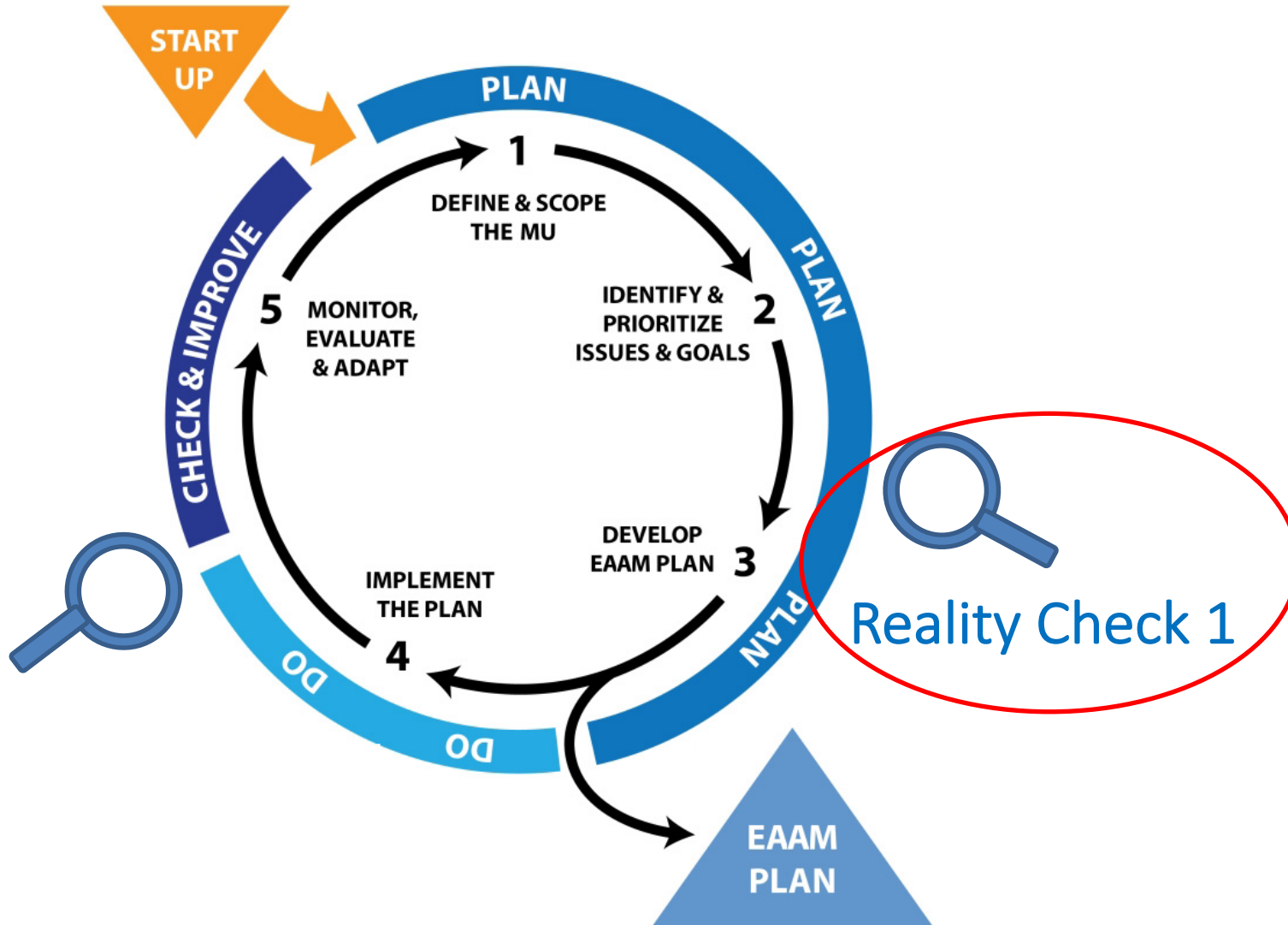
# Module objectives



*After this session you will be able to:*

- Identify the constraints and opportunities in meeting the EAA area/zone goals;
- Use facilitation skills with co-management partners in focus group discussions (FGDs);
- Use conflict management to resolve diverging priorities/expectations in EAAM

# Step2 Identify and prioritize issues and goals



# Constraints and opportunities to achieve the goals

Each goal needs to be reviewed to identify the constraints and opportunities for achieving it

1. Is funding available to achieve these goals?
2. Is there sufficient political and stakeholder support?
3. Is there institutional support?
4. Is there sufficient human capacity?
5. Are the time frames realistic?
6. Can the information/data needs be met at a level where the precautionary approach allows for adaptive management?



# Activity 23: Constraints & opportunities

Identify the constraints & opportunities to/ achieve your goals

## Output:

- constraints on green cards;
- opportunities on yellow cards.



# Facilitation and focus group discussion

## Key ways to sustain stakeholder engagement

- effective facilitation that can be achieved by:
  - **guiding people** in a discussion of their **experiences, feelings and preferences** about a **specific topic**;
  - **raising issues** identified in discussions;
  - **use of probing techniques** to animate discussion and **promote in-depth reflection**.
- participants can make their **own questions, frames and concepts** and **develop their own priorities**.



# Focus group discussion

- A tool to work with stakeholders to reduce conflict and identify opportunities
- Participants can share experiences, ask questions and develop their own priorities

## **Role of the facilitator:**

- Raise and agree on issues
- Stimulate discussion and find solutions



# Focus group discussion

## Facilitator tasks

- guide each session;
- use a fairly small number of general questions to guide the focus group session;
- refocus the discussion as necessary;
- not be too intrusive/structured;
- allow the discussion to flow freely;
- Allow everyone to be heard and understood
- intervene to bring out important issues if participants do not;
- build rapport (use active listening)





# Activity 24: Hold a F.G.D.

- Hold a FGD on one topic from the next slide.
- Provide feedback for all to learn from.

## Process:

- Form groups, each with 1 facilitator, 1 observer, others = respondents;
- Pick one topic (in 30 seconds) then prepare silently for 3 minutes individually;
- Facilitator will initiate the FGD for the given time;
- Observer will silently monitor the process;
- Feedback on the FGD process will be provided by the observer, facilitator, trainer & others.



# FGD topic options

A EAAM plan exists but there is little political will; government lacks interest; it has not delivered on promises. Suggestions?

The government, police and department officers should enforce environmental compliance – do they?

Rules and regulations have been set as a result of the EAAM Plan but one group of stakeholders is not following them. Suggestions?

.



# Conflict and conflict management

Many of the constraints & opportunities may involve conflict:

- in views and **opinions**; and/or
- of a more **physical nature** (fighting)
- **Where is conflict** likely to occur in the EAAM process? (remember your map)
- Is conflict always **bad**?
- People tend to resist change; conflict **needs to be seen as part of change**



# Potential sources of conflict

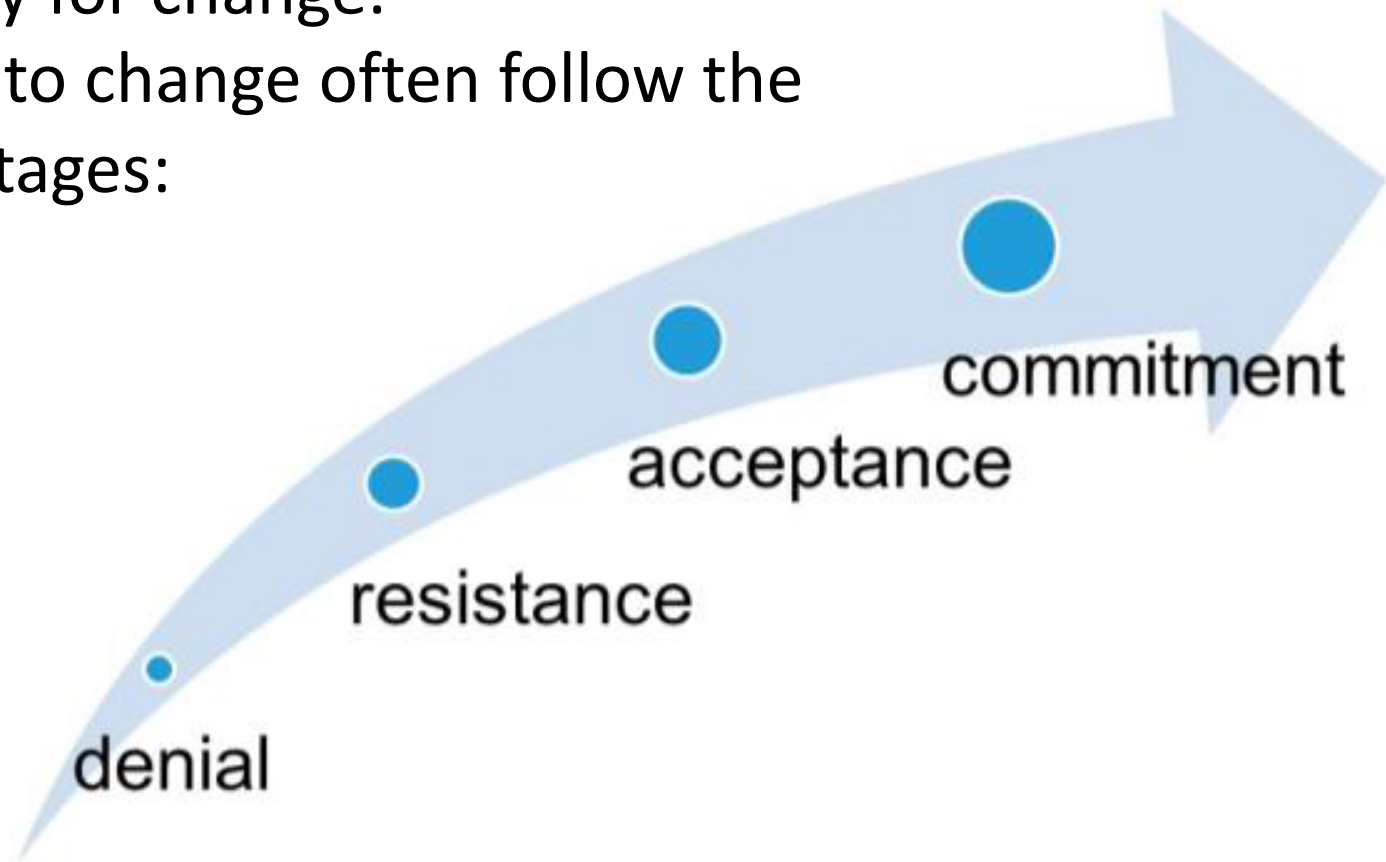
- **Relationships:** values, beliefs, prejudices, past injustices, past miscommunications;
- **Information:** poor quality, misinformation, different interpretations;
- **Interests:** perceived or actual, physical or intangible;
- **Structures:** resource flows, authority, institutions, time constraints, finances.



# Conflict as part of the change process

Conflict should be viewed as an opportunity for change.

Responses to change often follow the following stages:



## Activity 25 : Map Conflicts

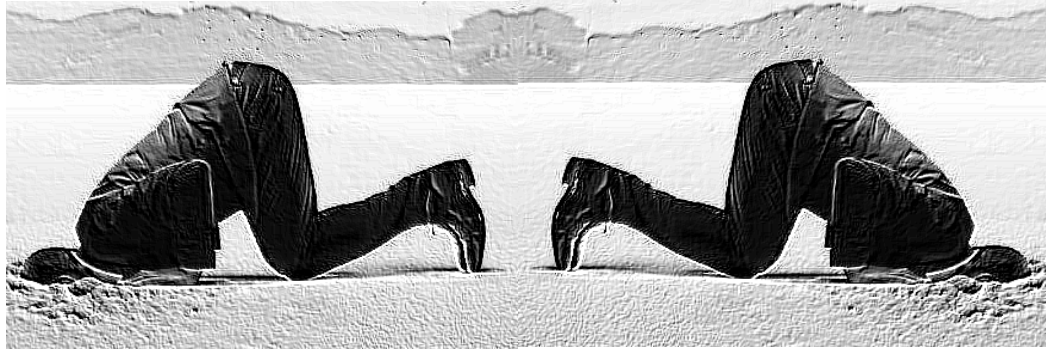
Revisit your MU maps and plot

- areas where conflicts are most likely to occur
- who the conflicting players are likely to be.



# Conflict approaches in stakeholders

## Avoidance



Non-confrontational. Ignore or deny issues.

Accommodate

Compete  
(win/lose)

Compromise

Afraid of damaging relationships  
or creating even greater problems

Problem-solving collaboration  
(win-win)

# Conflict approaches in stakeholders

**Avoidance**

**Accommodate**

**Compete  
(win/lose)**

**Compromise**

**Problem-solving collaboration  
(win-win)**



Agreeable behaviour. Cooperative, even at expense of personal goals.

Afraid of damaging relationships and creating disharmony



# Conflict approaches in stakeholders

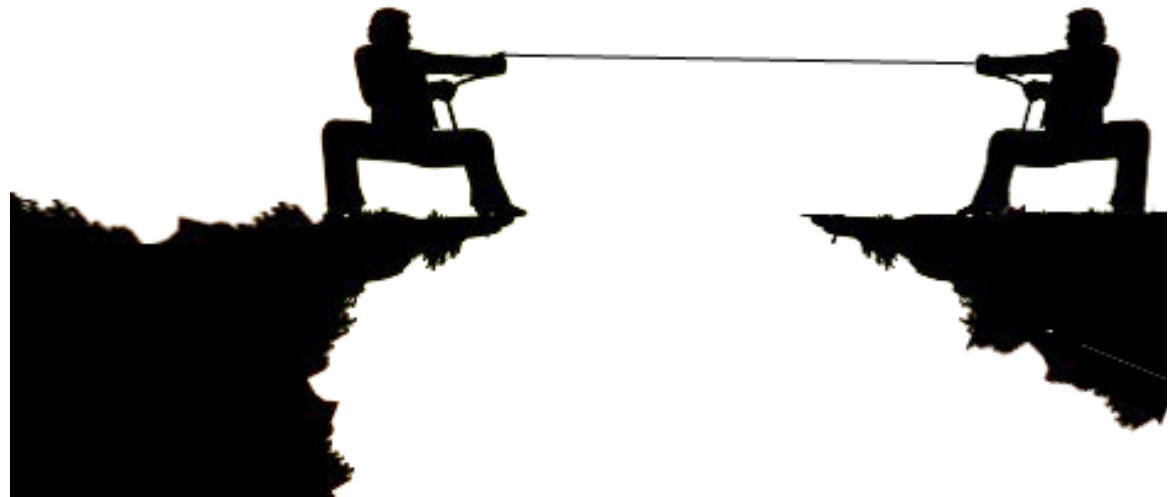
Avoidance

Accommodate

**Compete  
(win/lose)**

Compromise

**Problem-solving collaboration  
(win-win)**



Confrontational, aggressive. Must win at any cost

Survival of strongest.  
Must prove superiority

# Conflict approaches in stakeholders

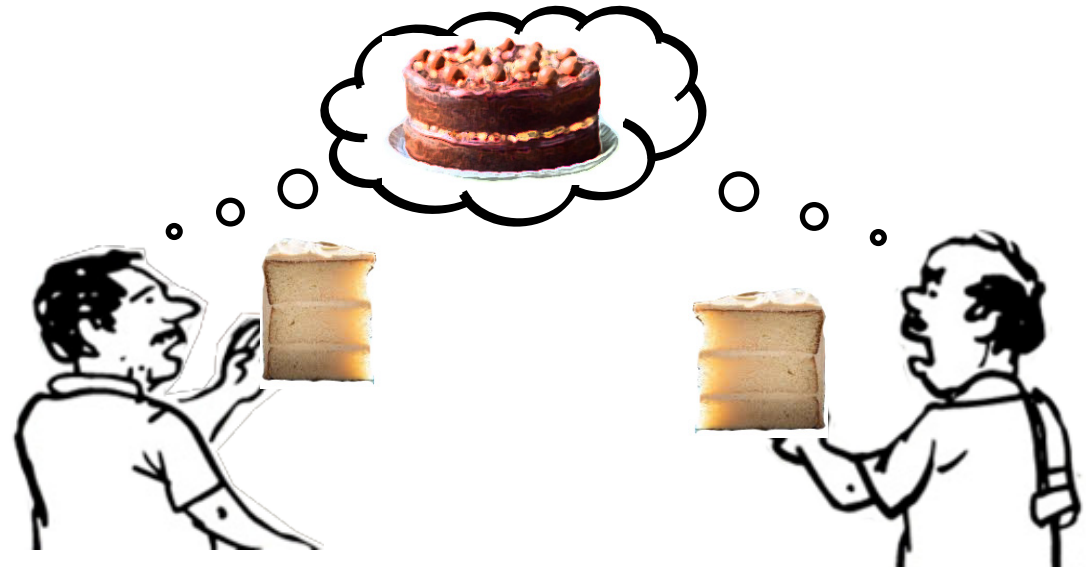
**Avoidance**

**Accommodate**

**Compete  
(win/lose)**

**Compromise**

**Problem-solving collaboration  
(win-win)**



Settle for middle ground. Satisfies no one completely, but everybody gets a part of what they wanted

No one wins everything they want, but everyone wins something

# Conflict approaches in stakeholders

Avoidance

Accommodate

Compete  
(win/lose)

Compromise



Needs of both parties are important. High respect. Mutual support. Assertive/cooperative

**Problem-solving collaboration  
(win-win)**

Mutually beneficial  
solution can be found

# Achieving win-win solutions

1. Set the scene: "Let's find a way to solve this that works for everyone".
2. **Understand the nature of the conflict** - who, what, why: **Define situation** in terms of needs/outcomes. **Define the original problem** and **individual needs**, as well as **expected outcomes**. Identify the shared/relationship needs (step into the others shoes).
3. Brainstorm **possible solutions**.
4. **Evaluate** the solutions.
5. **Choose** solutions.
6. **Plan** what action will be taken.
7. **Evaluate results**



# Conflict management techniques



*We need to do it this way!*



*What if we try to use this approach?*

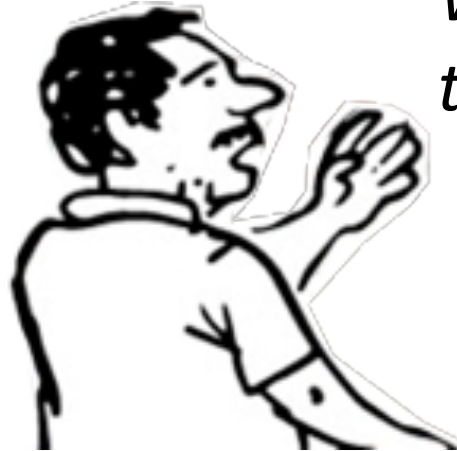


use of **suggestions** rather than proposals **encourages flexibility**, and building on ideas in order to reach agreement

# Conflict management techniques



*I'm the manager here!*



*We need to think this through from the start.*

Be **assertive**, not aggressive or passive, **take emotions out of the situation**, slow down, make to believe that you respond, not react

# Conflict management techniques



*You're wrong!!*



*I think we should try to use another approach*

**Avoid “you” statements. “I” or “we” (not “you”) statements are less likely seen as personally critical**

# Conflict management techniques



*I know you're very busy,  
but we could really use  
your help on this*



**Anticipate reactions** proactively. Anticipation of the other person's feelings and awareness of their reactions helps to create a more positive climate



# Conflict management techniques

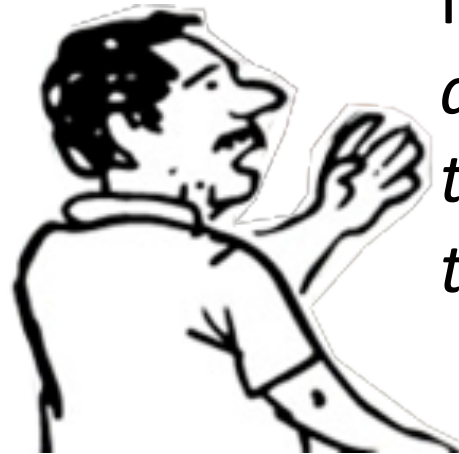


*I realise this is our  
problem not yours,  
but a good solution  
can help you too*



**Consider the other person's interests to make your comments more relevant**

# Conflict management techniques



*I can see that you  
don't think much of  
this approach, so let's  
talk about it.*



**Acknowledge reactions detected through **body language** or **expressions****

# Conflict management techniques



*the department needs  
the figures for the year  
end*



*Please get it to me by  
Monday*

**Apply limit setting** to clarify responsibilities and create limits for decisions. Limit setting is useful to clarify priorities

# Powerful questioning

Ask lots of questions and listen actively to the answers;

- Questions that challenge assumptions
- Question to move forward (get out of stalemate situations);
- Questions to stimulate thinking or convey a vision;
- Questions to float an idea/solution.



# Negotiation

Watch the videos and discuss



# Key messages

- In Reality Check I, the constraints and opportunities to achieve the EAAM goals are assessed
- Facilitated focus group discussions and conflict resolution can help resolve many constraints



# Activity 26 : Win- Win solution role play

- Read your conflict scenario and decide which role you each will play
- Prepare your role (arguments / character) for 5 minutes
- Role play the scene
- Provide feedback on conflict resolution



# *Essential EAAM*

To download all materials please visit:

