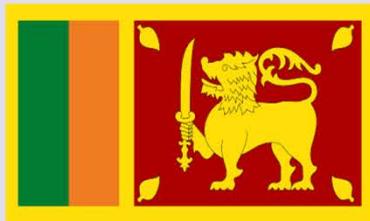
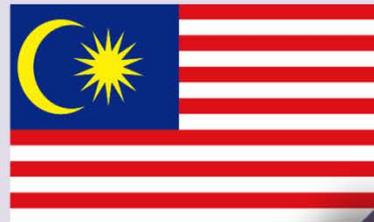




Bay of Bengal Large Marine Ecosystem Project



Report of the
Essential EAFM training of trainers course
7-9 August 2014 • Chennai India

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BOBLME contract: PSA-LEN 20/7/2014

For bibliographic purposes, please reference this publication as:

BOBLME (2014) Report of the Essential EAFM training of trainers course, 7-9 August 2014, Chennai, India.
BOBLME-2014-Governance-10

Training of Trainers (TOT) Report

by Silvia Capezzuoli

Course Code	852
Course Title	Training of Trainers (TOT) in Essential EAFM -Ecosystem Approach to Fisheries Management
Client	Bay of Bengal Large Marine Ecosystem (BOBLME), UN Food and Agriculture Organization
Date	September 2014
Location	Chennai, India



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1. Summary

In early 2012, IMA International was invited by FAO's Bay of Bengal Large Marine Ecosystem (BOBLME) to coordinate the development of an interactive training course package on Ecosystem Approach to Fisheries Management (EAFM), together with an associated Training of Trainers (TOT). IMA developed the TOT as a tailored 3.5 day training specifically targeted at participants who have taken part in the Essential EAFM course. IMA has been involved in quality assessment since the first pilot course in Kota Kinabalu (KK), Sabah in July 2013 and continues to play a key role in the support for the development of a training team in the region. TOT has now been delivered three times: in KK July 2013; in Rayong, Thailand January 2014 and Chennai August 2014.

The TOT described in this report was held in Chennai, India, 7-9 August 2014, just before the Chennai Essential EAFM course (see separate report). It was implemented by BOBLME, and hosted by the BOBP-IGO, who also hosted the EAFM course. The 4 participants included 3 trainers from South Asia who attended the April 2014 EAFM course delivered by SEAFDEC, and the recently BOBLME-appointed EAFM regional coordinator (who was attending to familiarise herself with the course, not as a trainer at this stage).

The main difference between this TOT and previous TOT was that the trainers went straight into delivering the first Essential EAFM course in South Asia. In addition the TOT was only 3 days rather than the previous 3.5. The challenge for the IMA trainer was to ensure that the team of 3 trainers would feel comfortable enough to deliver the course with very little time to work together and practice.

So IMA's role started a month beforehand, supporting the trainers in their recollection of the April course, agreeing a 6-day session allocation and preparation for the August delivery. The 3 trainers already knew each other, had worked together and are all experienced trainers. The TOT therefore was slightly modified to ensure that the 3 days were maximised for actual session practice. As on other TOT, participants discussed concepts about adult learning, course preparation and management, participant engagement, and how to deliver and manage interactive training sessions. Much of the time was spent on practising delivering their actual sessions for the following week, managing group work, and thinking through the real practicalities of running the 6-day course, as well as running energisers. The IMA trainer had to ensure that the training team gelled well together, that they felt comfortable with the materials and the plan for delivery, as well as ensuring that the regional coordinator equally benefitted from the discussions and exposure to Essential EAFM course content.

The TOT was definitely successful in upgrading the training skills and awareness of all 4 participants. By the end of the 3-day TOT, the 3 trainers definitely felt comfortable with the training package and had come to 'own' the materials. This was evident from their practice sessions, the familiarity and debates on using session plans, the post course evaluation as well as the on-going discussions and dialogue with them.

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We have also realised that the EAFM TOT can be delivered equally successfully before or after a course. When the TOT immediately follows an Essential EAFM course, the material is fresh in people's minds, but they are unlikely to know when they actually will get to deliver an actual course (so their role as EAFM trainer is mostly hypothetical unless they are a training organisation, as was the case with SEAFDEC). When the TOT runs just prior to a course, the participants are under pressure (as was the case in Chennai) however we geared the TOT to ensure as much practice and detailed session allocation as much as possible, and the TOT worked well in this manner. A critical condition was the fact that all 3 South Asia trainers are a) experienced trainers and b) experienced in their specific fields. This sequence would not have worked with people who do not have training experience in participatory approaches, or who do not have years of direct fishery/ NR experience.

This report outlines the course methodology, details the content of each training day and explains the daily feedback process. It provides an analysis of evaluations, explaining lessons learnt and makes recommendations for taking the EAFM training forward. Since this TOT, and future ones, support roll-out of Essential EAFM in the region, we feel that all partners concerned can benefit from such a level of detail.

2. Introduction

In early 2012, IMA International was invited by FAO's Bay of Bengal Large Marine Ecosystem (BOBLME) to coordinate the development of an interactive training course package on Ecosystem Approach to Fisheries Management, together with an associated Training of Trainers TOT). The TOT delivered in August 2014 in India, and the coaching provided during the subsequent Essential EAFM course, are a continuing part of this process.

Training objective

The Essential EAFM course and complete training package is designed to be implemented routinely in the wider South and Southeast Asia region. Therefore the key objective of the TOT is for 'candidate trainers to acquire EAFM training skills so as to build up a pool of EAFM trainers in the region.'

TOT Background – please refer to IMA's report on Rayong January 2014 TOT

We would like to extend our thanks to staff of BOBP-IGO for administration throughout the course.

3. Lessons Learnt and Recommendations

All the recommendations made in Rayong January 2014 TOT report remain valid.

In addition, specifically for the EAFM regional coordinator:

For filing and storage:

- **S DRIVE= BOBLME- ensure all EAFM related reports from courses, emails, communications in an agreed folder. Ensure others save material there**

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- Have a photo file/ repository by country
- Collate all course reports in one folder

For Linkages and communications

- Start networking with all TOT participants and foster a regional trainer pool
- Send an introductory email asap, explaining role and TOR, also to key partners involved in course development over past 2 years
- Start a dialogue enquiring about other potential trainers/ resource persons in the region, and encourage their selected participation in future courses and TOT (using IMA's TNA questionnaire)
- Work on criteria/ suggestions for follow up of Essential EAFM course (see Chennai EAFM course report, section 5.3 Follow up)
- See all recommendations in section 2 Essential EAFM course report, outcomes 1 -6
- Circulate Chennai course report to all asap
- Circulate course report template to all in trainer loop
- Request SEAFDEC April 2014 report (and also July 2014 Philippines)
- Establish a simple process to start following up all EAFM course participants from KK July 2013; SEAFDEC Jan 2014, SEAFDEC April 2014 (assuming they have photos of action plans); Chennai August 2014. Locate action plans for these on BOBLME drive, or ask IMA.

4. Review of TOT

Methodology

Training skills

As per TOT objectives, participants practised:

- presenting sessions individually, in pairs/ mini groups
- running energisers and sharing their own energisers
- doing reviews
- facilitating pair work, small group work, role play and plenary

We simulated the training room environment in the BOBP office as much as possible, although it would be better to hold the TOT in the same venue as the actual course. We had to visit the hotel venue twice to ensure training team felt comfortable, and also to explain to hotel staff about our logistical/ equipment requirements. In fact we were doing much of the actual arranging with the hotel, rather than the BOBP staff. This is inevitable as trainers need to be integral to the planning process for this course. In addition, some precious TOT time was taken up by having to repeatedly check that all the printing and equipment/stationery was ready.

Although we started off with a draft timetable, the TOT structure was kept flexible and we were able to incorporate additional elements such as relevant reflection the April Essential EAFM course;

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reviewing new materials and most importantly ensuring the trainers had an agreed 6 day session allocation, and we allocated all roles and responsibilities for the many course tasks. We ended day 3 with a review of 'who will do what' on 1st day of EAFM course, so they really felt comfortable.

In addition on the day after the TOT we spent 4 hours setting up the training room at the hotel, ready for the course.

Strategic EAFM change agents

This aspect was only briefly covered as IMA trainer felt it was more important to focus on actual practice. However, participants did plot themselves on Covey's circle of influence, and we had a good discussion about who and how to influence for EAFM roll out. We also covered force field analysis and commitment plan. This discussion was of particular importance to the regional coordinator and we suggest that she uses these tools to help in her networking/influencing work; she could do this with key trainers/ resource persons from each country so as to develop a support strategy for each country.

Day 1

We covered all as per timetable, focusing on discussions of day 1 of the course, and practice of sessions 1 and 2. There was good self- analysis on own strengths and weaknesses as a trainer; interest in adult learning elements; and familiarisation with EAFM package. Also, there was good understanding of trainer resource guide and participants appreciated how this guide breaks and explains all elements of the training package, and shows the linkages between them. Since this group of participants were experienced trainers, they understood the benefits of all the inter-linkages.

We requested list of participants from BOBP and were able to discuss names in detail, work out potential 'problem' candidates.

We had an animated discussion on 'threats' rather than 'issues' for session 1 and subsequent step 2, and later ones. The 3 trainers had had this discussion at SEAFDEC course and feel strongly that materials need to be revised in this area. We agreed not to change any slides; rather they will explain verbally and give a unified message (see course report for details).

We also discovered that we need to amend the EAFM quiz (questions don't align with answers- to check)

In the evening we went to hotel venue to check out the room and discuss logistics.

By the end of day 1 the 3 trainers felt more comfortable, having seen the venue, participant list, and gotten straight into real practice.

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Day 2

We started the day practising a review of day 1, then reflecting on various very real logistical issues that we needed clarified. We developed a working 'to do' list which we shared with BOBP and the hotel, and had to continue checking this until end of day 3. The rest of day ran as per the timetable with good practice of session 3,4,5,8 and 9.

Day 3

We changed the whole schedule to the following:

- Tips on what to avoid, delivery and ways for caring for participants
- Review of day 2
- Revisit to do list
- Reflection on April course at SEAFDEC – insights shared on energisers and how SEAFDEC team engaged with participants
- Training tips exercise
- M &E of training; recap of all M&E aspects used in Essential EAFM course; reflection on the need for follow up (see recommendations).
- Recap of whole Essential EAFM course
- Revisit participant list- share insights
- Practice
- Walking meeting on challenges (over lunch)
- Revisit own strengths and weaknesses
- Practice
- Re-run through day 1 roles
- Reflection and evaluation

5. Feedback loops

We ran a daily monitoring group (see Appendix 3 for collated results), mainly for participants to feel confident with the method as they would manage it the following week. No changes were required aside from requests for fruits and for going outside for lunch, which we accommodated.

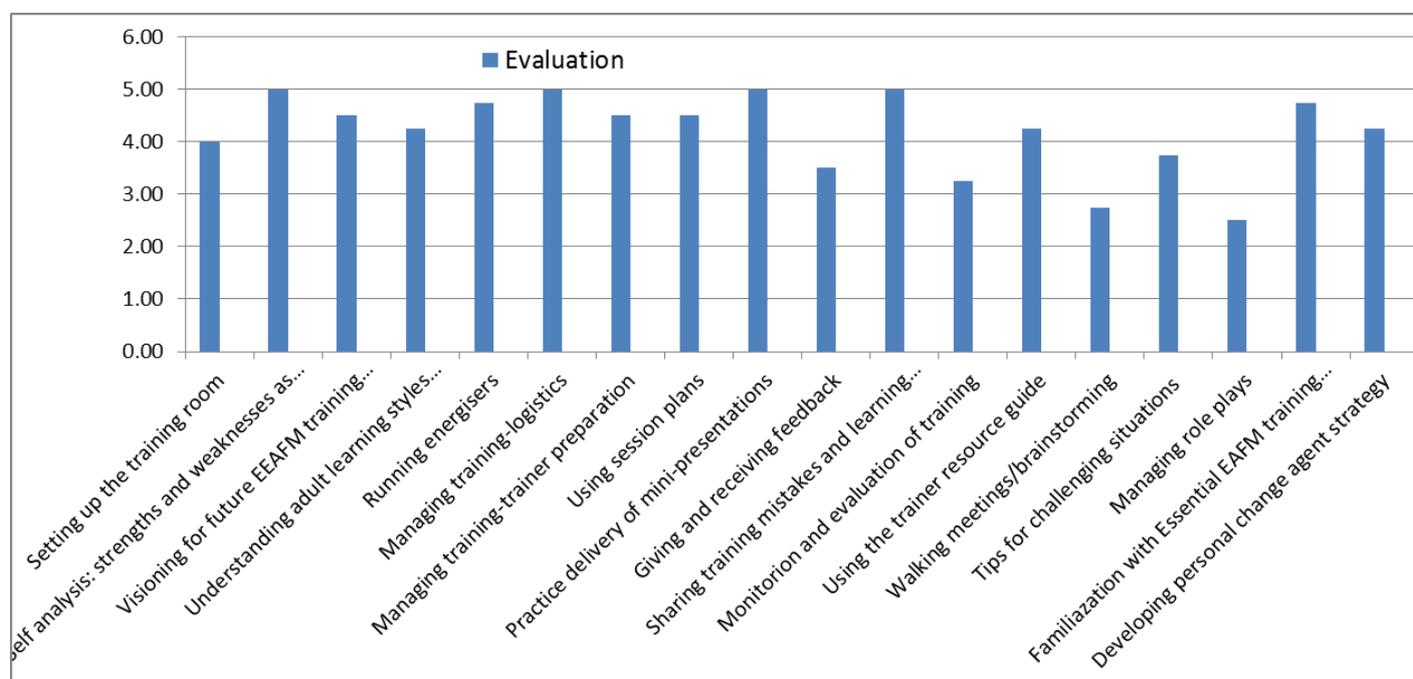


6. Analysis of TOT evaluations

Q 1. The overall usefulness of the training for you to be a trainer on future EAFM training courses was rated as 4.9 out of 5. *Overall the TOT was felt to be very useful.*

Q 2. Which training topics, as delivered, did you find most useful as a trainer? See table below.

Usefulness of topics for you as a trainer



Some topics scored low as we only covered them briefly or incompletely (giving and receiving feedback; managing role play; walking meeting).

Q3 – What was missing from TOT?

1. feedback from other trainers on TOT/other TOT
2. pre evaluations and understanding participants by trainers
3. post training and M&E

Although we did discuss (2) individual participants from the invited list; points (2) and (3) reflect the need for improving the usefulness and follow up of the E EAFM course. Point (1) could be addressed by having the EAFM coordinator (or IMA) follow up on TOTs delivered and ask for testimonials relating to impact.

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Q4: Based on actual experience/ learning you have acquired from the training, select 3 topics you consider most useful for you in a training role.

Most useful topics	Times mentioned
Practice delivery of mini sessions	1
Using session plans	1
M and E of training	2
Self analysis- strengths and weaknesses	1
Running energisers	
Managing training-trainer preparation	2
Giving and receiving feedback	
Using trainer resource guide	
Managing role plays	
Set up training room	
Walking meeting/ brainstorming	
Familiarisation with EAFM training package	
Managing training-logistics	
Tips challenge situations	
Develop personal change agent strategy	
EAFM presentation overview (extra)	

Q5: Are you considering sharing experience/learning from the training with others: *all listed sharing with colleagues in different formats/ existing processes and new ones.*

7. Logistics and Administrative Support

The TOT was held at BOBP-IGO office in Chennai. We used the meeting room which was just about large enough and were also able to use the lobby space, however neither of these spaces had much natural daylight. Unfortunately we did not have the visuals gallery available until the last day; however we appreciated the use of BOBP equipment and facilities. On the second and third days we walked to a local restaurant for lunch, which gave us much needed exercise outdoors. BOBP seconded a staff member to assist on TOT, and other staff also supported with printing, etc. as required.

Participants received the following materials: TOT presentations; IMA icebreaker booklet; ICSF cartoon booklet.

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APPENDIX

1. TOT timetable: 7-9 August 2014, Chennai, India **DRAFT**

Overall Objective: participants from Essential EAFM course acquire EAFM training skills so as to build up a pool of EAFM trainers in the region

We expect you to:

- present sessions individually, in pairs/ mini groups
- practise running energisers and share your own energisers
- practise reviews
- facilitate pair work, small group work, role play and plenary

	THURSDAY 7	FRIDAY 8	SATURDAY 9
09.00-13.00	TOT Overview: Why &What, & expectations Setting up the training room Key trainer elements Self analysis E EAFM course review E EAFM course package Adult learning How to deliver a session Group/ individual preparation	Daily reviews Becoming a change agent for EAFM (1) Using trainer resource guide (Developing course objectives) Group/ individual preparation Practice: mini sessions	Energiser review Embedding learning Monitoring and assessing training Becoming a change agent for EAFM (2) Group/individual preparation Practice: mini sessions
14.00-17.30	Practice: mini sessions Managing Training (practicalities) Daily monitoring	Practice: mini sessions Discussions: challenging situations Daily monitoring	Practice: mini sessions TOT reflection Individual action planning Evaluation + close
	Homework- 1. Familiarise yourself with Trainer Resource Guide 2. Prep of allocated sessions 3.Think of energisers	Homework- 1. Familiarise yourself with Trainer Resource Guide 2. Prep of allocated sessions 3.Think of energisers	Homework- 1. Familiarise yourself with Trainer Resource Guide 2. Prep of allocated sessions 3.Think of energisers



2. Collated daily monitoring

Monitoring group feedback	
Course: <u>TOT Chennai</u>	Date <u>7-9 August 2014</u>
Keep it: <ul style="list-style-type: none">• session practice• adult learning techniques• energisers• planning + discussions• flexibility• fixing responsibilities• practising• feedback• going to Cream Centre for lunch• taking stock of logistics preparation	Change it: <ul style="list-style-type: none">• biscuits into fruits
Add it: <ul style="list-style-type: none">• walk for lunch• quiz (to amend)	What participants will remember: <ul style="list-style-type: none">• EAFM concept (balancing act)• Adult learning• Feedback for improving presentations• EAFM circle• Review• Making 'to do' list



Bangladesh, India, Indonesia, Malaysia, Maldives, Myanmar, Sri Lanka and Thailand are working together through the Bay of Bengal Large Marine Ecosystem (BOBLME) Project to lay the foundations for a coordinated programme of action designed to better the lives of the coastal populations through improved regional management of the Bay of Bengal environment and its fisheries.

The Food and Agriculture Organization (FAO) is the implementing agency for the BOBLME Project.

The Project is funded principally by the Global Environment Facility (GEF), Norway, the Swedish International Development Cooperation Agency, the FAO, and the National Oceanic and Atmospheric Administration of the USA.

For more information, please visit www.boblme.org



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