

**Annex 4. Extracts of a training plan for implementing the measure
“Sustainable development of fisheries areas”
Example of Estonia**

Estonia. Extracts of a training plan

4. Training plan for implementing the measure “Sustainable development of fisheries areas”

4.1. General principles of the training plan

The general principles of the training plan are shown schematically in Figure 1.

The training plan has been compiled with the objectives essential for the measure’s implementation in mind:

- a maximum of eight fisheries action groups are to be formed;
- action group members are capable of cooperation and groups function as evolving organisations;
- action group members are aware of measure requirements and are able to elaborate a strategy and action plan for their respective fisheries areas;
- action group members know how to process projects.

Experiences in implementing LEADER-type measures are to be taken into account, the main keywords being the following: practicality, concreteness, experiential and case-study based learning, trainings for various target groups (fishers, non-profit associations, local governments) and at various levels (action group, management board), regularity and clear presentation (terminology, graphs, figures).

The focus is on the primary target group – mainly middle-aged men with a practical hands-on approach who are used to operate alone, have low income, must engage in other types of work due to limited fishery resources and the seasonal nature of fishing, have little experience in handling support, have mainly secondary or secondary specialised education, follow local opinion-formers, wish to diversify their operations and continue as fishers, but have conflicting interest in training (i.e. some are interested, while others show no interest whatsoever).

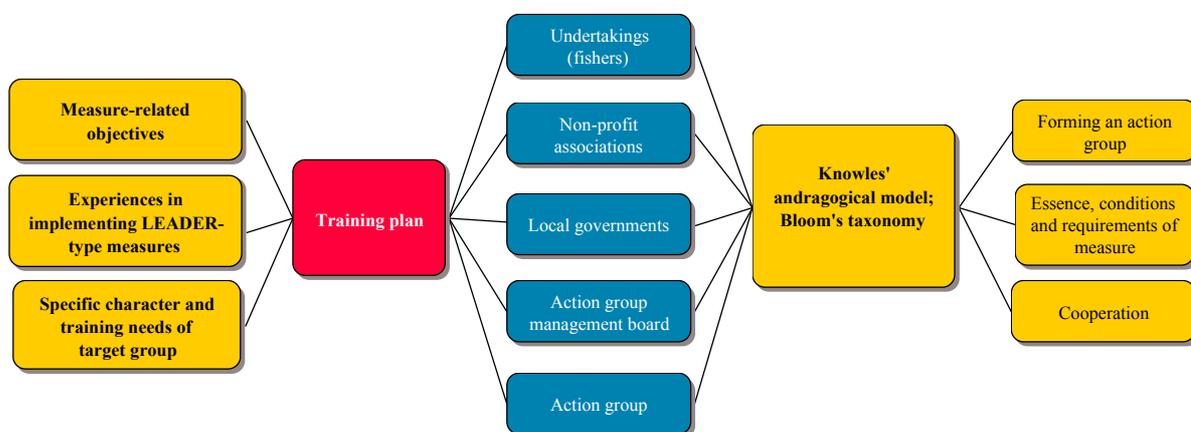


Figure 1. General principles of the training plan. Trainings are divided according to three target groups (undertakings, non-profit associations, local governments) and two levels (action group management board and action group), and the various target groups are approached by reliable message-bearers of similar background.

The training plan has been compiled in line with the andragogical model of S. Knowles (Märja, T., 2003), which provides the following considerations:

- Training participants are adults, i.e. self-directed learners who are involved in all phases of the learning process.
- Training participants bring their own experiences into the learning process. Considering that the main target group has either secondary or secondary specialised education, that a long time has passed since their previous training experience and that their self-image mainly rests on practical knowledge acquired in the course of their work, it is particularly important to make use of experiential learning.
- Training participants are eager to learn because trainings allow them the possibility to do better work in the form of collective action, to have a say or play a decisive role in the decision-making process concerning their home regions' development and to engage in a new activity, where possible.
- As training participants are oriented towards solving crucial problems, the trainings featured in the training plan are conducted with the aim of solving real problems and analysing relevant experiences. It is important for the participants to be able to put the knowledge gained during training into practice.
- One of the learning incentives of training participants lies in increased opportunities for self-fulfilment, which secure a higher quality of life in the future.

Considering the feedback received from LEADER-trainings, the practical objectives of measure implementation and the andragogical model, the trainings described in the training plan are to be conducted bearing in mind the basic categories of cognitive taxonomy: knowledge, understanding, application, analysis, synthesis and evaluation.

Numerous studies indicate that levels of knowledge form a direct hierarchy (see Figure 2), as without understanding the contents of factual knowledge it is impossible to apply, analyse, synthesise or evaluate this knowledge (Anderson, 2001).

When implementing the measure, it is important that in addition to knowing about measure requirements and understanding what needs to be done for receiving support, the target group be provided with a solid basis for skilfully implementing the measure in their respective regions. When drawing up regional strategies and action plans, the target group needs to understand the links among various components joining everything into a logical whole and to make decisions based on prior analysis and synthesis.

The corresponding cognition levels can be achieved using several active learning methods featured in Table 3.

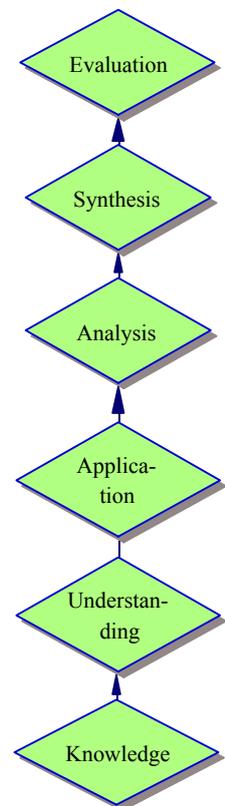


Figure 2. Bloom's hierarchical sequence of cognitive taxonomy
Aluoja, L., 2004

Table 3

Active learning methods corresponding to cognition levels

Skills	Corresponding active learning methods
Knowledge	An engaging lecture, demonstration, observation, reading, interviews
Understanding	All methods above, plus: case studies, discussions, questions from the instructor, amusing stories, examples, encouraging participants to ask questions, group work, independent work
Application	All methods above, plus: experiential exercises, group work projects, role-playing, presentations by participants, tutoring others, recording studies
Analysis	All methods above, plus: critical cases, questions from other participants, simulations, comparison of problem-solving results, debates
Synthesis	All methods above, plus: research
Evaluation	All methods above, plus: projects assigned by the team, independent research, brainstorming

(Aluoja, L., 2004)

Of these methods, trainings make use of the ones that are necessary for achieving corresponding cognition levels, while taking into account the subject matter, target group and the wishes of participants. It is important for the participants to reach the final cognition level, that of acquiring evaluation skills, in three principal subjects. It is precisely this level that makes it possible to reach final conclusions and decisions.

The three principal subjects of the training plan are: forming an action group; essence, conditions and requirements of measure; cooperation.

4.2. Structure of training plan contents

Training plan subjects and modules are featured schematically in Figure 3.

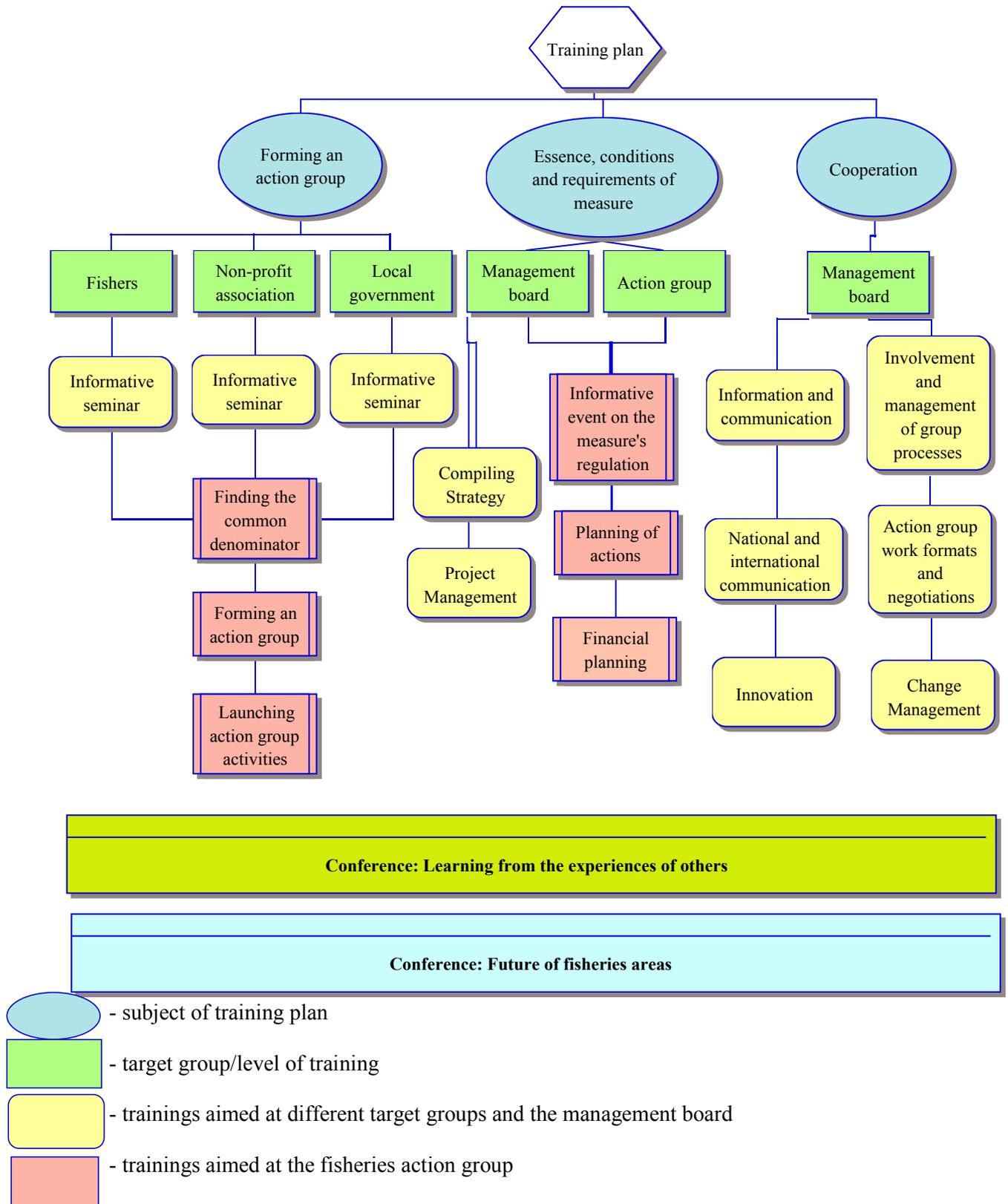


Figure 3. Training plan

Training plan application period: 1.5 years, considering that trainings are not held during the fishing season.

Training plan extent: 147 days (ca 962 academic hours). Eleven training days for a regular member and 26 training days for a management board member (including trainings before setting up an action group).

Training plan aim: to inform and train persons and undertakings operating in fisheries areas, enabling them to make use of the opportunities provided by the measure.

Tasks:

1. to set up a maximum of eight fisheries action groups;
2. to train new leaders into action group leaders and to launch the work of groups through them;
3. to develop the actions groups' ability to cooperate and to function as learning organisations;
4. to help action groups in drawing up development strategies and action plans for their corresponding fisheries areas.

Target groups: fishers and other fisheries-related undertakings (self-employed persons, private limited companies, public limited companies), representatives of local governments, non-profit associations.

Duration of modules: half of the modules last two days, another half one day and one of the modules lasts three days. Two-day modules allow for the participants to communicate and be actively involved also after the training day has ended.

Module order: while the modules of the first two principal subjects (forming an action group and essence, conditions and requirements of measure) follow each other, the modules of the third subject (cooperation) should be used according to the development needs of fisheries action groups either parallel to the modules of the second principal subject and/or after the modules of the second subject.

Subject I – Forming an action group

Module 1

Informative seminar

Duration: one day.

Location: eight fisheries areas.

Target group: separately for fisheries undertakings, non-profit associations and representatives of local governments.

Subjects:

- fisheries action groups – a new approach to supporting coastal fisheries;
- introducing and commenting on the regulation on measure 4.1 “Sustainable development of fisheries areas” from the angle of the principles of collective action;
- opportunities for setting up a local fisheries action group;
- your role and opportunities in the fisheries action group;
- social and communicative skills (managing and directing dialogue and discussion, giving and receiving information, giving feedback);
- examples of cooperation;
- answering the questions of participants.

Methods used: engaging lecture, discussion, group work, practical experience/example from the same area, discussion.

Expected outcome: the various target groups of each fisheries area are aware of the newly implemented measure, understand the essence of the measure and its importance for themselves and see a possible role for themselves in the action group.

Recommendation: to use or involve as lecturer someone from the same target group who already has experiences in collective action and who speaks the “same language” as the target group.

Module 2

Finding the common denominator

Duration: one day.

Location: eight fisheries areas.

Target group: jointly for undertakings, non-profit associations and local governments.

Subjects:

- characteristic features that join/unite the home local municipality with neighbouring local municipalities;
- mapping the needs and opportunities;
- available resources and skills and possible future threats;
- clarifying the interests and needs of various target groups (self-employed persons, non-profit associations, local governments), determining the common denominator and finding common goals;
- a common vision and common values;
- examples of existing experiences with LEADER;
- visit to a project/object completed collectively.

Methods used: group work, SWOT analysis, discussion, minilecture, search game, study visit.

Expected outcome: the various target groups in fisheries areas have found a common objective towards which to strive together and they wish to set up fisheries action groups together.

Module 3

Forming an action group

Duration: two days.

Location: eight fisheries areas.

Target group: jointly for undertakings, non-profit associations and local governments.

Subjects:

- stages of setting up a fisheries action group (establishment, legalisation);
- structure, tasks and internal division of work;
- management, internal rules and articles of association of action group;
- preparing documents on the basis of examples (memorandum of association, articles of association of non-profit association, registration application);
- drawing up an action plan;
- exchange of experiences (experiences of functioning LEADER action groups in setting up non-profit associations, problems, obstacles, recommendations).

Methods used: engaging lecture, group work, discussion, best practices.

Expected outcome: non-profit associations are established, i.e. fisheries action groups are formed and division of work is decided upon.

Recommendation: depending on the size of training group, to develop two approaches, where the second option is to distribute training days in such a way that the second day is reserved only for the action plan initiative group elected by the action group.

Module 4

Launching action group activities

Duration: one day.

Location: eight fisheries areas.

Target group: fisheries action group.

Subjects:

- setting up office and financing;
- eligible costs;
- buying in services;
- organising support functions;
- action group principles for forming, approving and carrying out decisions and for compliance checks;
- examples from operating LEADER action groups both in Estonia and the rest of Europe;
- feedback on setting up action groups, discussing future problems.

Methods used: round table discussion, minilecture, circulating overview, discussion, brainstorming.

Expected outcome: action group members are aware of different operating options and are able to select the best operation type for their action group.

Subject II – Essence, conditions and requirements of measure

Module 1

Informative event on the measure's regulation

Duration: one day.

Location: eight fisheries areas.

Target group: fisheries action group.

Subjects:

- following aspects of measure 4.1 “Sustainable development of fisheries areas”:
 - supported actions;
 - eligible costs;
 - support rate and amount;
 - requirements for support applicant;
 - support application requirements:
 - strategy;
 - action plan;
 - processing the application;
 - conditions for payment of support;
- information on further central trainings.

Methods used: seminar, engaging lecture, discussion.

Expected outcome: action group members have understood the provisions of the regulation and their further options.

Recommendation: to use “the same language” as the target group and abundant examples (e.g. graphs, figures).

Module 2

Planning of actions

Duration: two days.

Location: eight fisheries areas.

Target group: fisheries action group.

Subjects:

- discussing and selecting subjects for the strategy;
- drawing up a study plan;
- drawing up a training plan;
- reviewing the action plan;
- exchange of experiences (experiences in conducting studies and trainings; problems, obstacles, recommendations).

Methods used: “fish platter”, compiling group work plans on the basis of framework examples, seminar, best practices.

Expected outcome: action group members are able to finalise formulating the various plans drawn up during training and to approve these plans in action groups.

Recommendation: depending on the size of action groups, to take into consideration whether the training is aimed at the entire action group or at smaller groups designated by the action group, which are engaged in elaborating the strategy, relevant studies and training and action plan.

Module 3

Compiling the strategy

Duration: 2+1 days.

Location: in a maximum of four fisheries areas (management boards of two areas are joined together, e.g. Pärnu and Saare counties, Lääne and Hiiu counties, Lääne-Viru and Ida-Viru counties, Lake Võrtsjärv and Lake Peipsi areas).

Target group: management board of action group or an initiative group designated for strategy elaboration.

Subjects:

- the strategy’s essence, structure and requirements;
- principles of structuring the strategy;
- elaborating a framework for the strategy on the basis of an example;
- involving interest groups in strategy compilation;
- formulating the strategy;
- approving the strategy;
- designing the monitoring system.

Time between trainings:

- coordinating target group needs;
- participatory assessment of the area’s resources.

Third day:

- internal logic of the strategy, ex ante evaluation;
- advising on strategy compilation;
- establishing links with other development plans and similar plans.

Methods used: practical group work on the basis of a framework example, minilecture, six “thinking caps”, seminar.

Expected outcome: compilers of the strategy are able to compile a strategy for their respective fisheries area as required and to have it approved in the action group.

Module 4

Financial planning

Duration: one day.

Location: eight fisheries areas.

Target group: fisheries action group.

Subjects:

- book-keeping in non-profit associations and support funds;
- detailed discussion on eligible costs and rates;
- budgeting and cash-flow schemes;
- financial control in the action group;
- practical examples of the same type;
- contracts and filing documents.

Methods used: engaging lecture, discussion, seminar.

Expected outcome: all action group members are aware of eligible costs, financing amounts and the established financial control, and they can have a say in designing the budget for the group/area.

Module 5

Project management

Duration: 1+1 days.

Location: in a maximum of four fisheries areas (management boards of two areas are joined together, e.g. Pärnu and Saare counties, Lääne and Hiiu counties, Lääne-Viru and Ida-Viru counties, lake Võrtsjärv and lake Peipsi areas).

Target group: management board of action group or an initiative group designated for this action.

Subjects:

- elaborating the procedure for assessing and selecting projects, with relevant examples;
- organising a competition for small projects, pilot projects;
- advising applicants on compiling their applications.

Methods used: group work, work in a mosaic group, case study, best practices.

Expected outcome: each action group has elaborated their own assessment and selection procedures for processing the projects of their fisheries areas.

Recommendation: to involve in group work experienced practitioners who already have elaborated and/or implemented procedures for the assessment and selection of projects.

Subject III – Cooperation

Module 1

Involvement and management of group processes

Duration: two days.

Location: in a maximum of four fisheries areas (management boards of two areas are joined together, e.g. Pärnu and Saare counties, Lääne and Hiiu counties, Lääne-Viru and Ida-Viru counties, lake Võrtsjärv and lake Peipsi areas).

Target group: management board of action group.

Subjects:

- the four phases of group process development;
- ways to overcome the conflict phase;
- internal structure and roles;
- dilemma between making decisions and taking responsibility;
- discussion conducting skills.

Methods used: panel discussion, engaging lecture, “fish platter”, seminar, role-playing, sociodrama.

Expected outcome: management board members have acknowledged the importance of involvement and are better equipped to manage group processes in the fisheries action group.

Module 2

Action group work formats and negotiations

Duration: two days.

Location: in a maximum of four fisheries areas (management boards of two areas are joined together, e.g. Pärnu and Saare counties, Lääne and Hiiu counties, Lääne-Viru and Ida-Viru counties, lake Võrtsjärv and lake Peipsi areas).

Target group: management board of action group.

Subjects:

- types of meetings, division of roles in a meeting, planning and conducting a meeting, formulating and reflecting on results;
- decision-making models, reaching a decision by consensus;
- action group working formats – corresponding methods for different actions (e.g. duplex regime – alternating between subject groups and listening groups);
- evaluating the performance level of actions, gathering feedback;
- managing an action group, organising and controlling finances;
- the meaning of “authorised representative”, “delegate’s rights, obligations, responsibility”, “delegate’s mandate”, “acting the interest group’s name”;
- voluntary work and motivation;
- adjusting and regulating the group;
- delegating (how to divide roles and tasks, the necessary competence and responsibility);
- negotiations – various strategies and tactics, preparations and analysis of results;
- monitoring of actions.

Methods used: group work, role-playing, minilecture, mosaic groups, case study.

Expected outcome: management board members are better equipped to manage the processes taking place in the action group and to make use of different working formats/methods.

Recommendation: to engage in group work persons with similar practical experiences, such as management board members of LEADER action groups.

Module 3

Managing change

Duration: one day.

Location: in a maximum of four fisheries areas (management boards of two areas are joined together, e.g. Pärnu and Saare counties, Lääne and Hiiu counties, Lääne-Viru and Ida-Viru counties, lake Võrtsjärv and lake Peipsi areas).

Target group: management board of action group.

Subjects:

- managing change and the need to introduce changes;
- the area’s development resources;
- creating and developing human and social capital;
- observing the processes – monitoring;
- valuation of results and the significance of feedback;
- responsibility and the ability to make decisions;
- the area’s sustainability;
- cooperation with the Fisheries Information Centre and networking.

Methods used: force field, brainstorming, discussion.

Expected outcome: action group management board reviews its actions and decides where and how to move forward.

Module 4

National and international communication

Duration: One day + x days, depending on the partners found (length of the visit).

Location: eight fisheries areas all together.

Target group: member/members chosen by the fisheries action group.

Subjects:

- finding real partners in Estonia and the rest of Europe;
- direct and indirect communication (via the Internet, local visits, hosting partners).

Methods used: working in virtual study teams, study visit.

Expected outcome: each fisheries area finds at least one local or international communication partner for sharing experiences.

Recommendation: to teach in the course of action how to use modern information technology and communication devices.

Module 5

Information and communication

Duration: two days.

Location: in a maximum of four fisheries areas (management boards of two areas are joined together, e.g. Pärnu and Saare counties, Lääne and Hiiu counties, Lääne-Viru and Ida-Viru counties, lake Võrtsjärv and lake Peipsi areas).

Target group: management board of action group.

Subjects:

- communication, gathering, systematising and spreading information, communicating with the press, informing the public;
- communication plan and public relations (article, press release, folder, etc.)
- communicating with the media (Internet, TV, radio, etc.).

Methods used: engaging lecture, independent work, role-playing and video training.

Expected outcome: management board members are capable of spreading information on their area and of communicating with the media.

Module 6

Innovation

Duration: two days.

Location: in a maximum of four fisheries areas (management boards of two areas are joined together, e.g. Pärnu and Saare counties, Lääne and Hiiu counties, Lääne-Viru and Ida-Viru counties, lake Võrtsjärv and lake Peipsi areas).

Target group: management board of action group.

Subjects:

- the notion and meaning of innovation; the meaning of creativity, examples;
- motivating and increasing creativity, synergy;
- formulating problems, analysis;
- the “blue ocean strategy”;
- useful partner experiences.

Methods used: cooperation training, six “thinking caps”, group work.

Expected outcome: motivation increases among the action group management board, creativity increases and actions in the action group and in the area become diversified.

Conference

Learning from the experiences of others

- A relevant presentation by a representative of the Ministry of Agriculture in line with subject
- Best practices from Europe on the basis of LEADER actions and/or the development of fisheries areas
- Best practices from Estonian LEADER actions

Conference

Future of fisheries areas

- Presentation by a representative of the Fisheries Directorate-General: “Experiences in implementing priority axis 4 in Europe”
- Presentation by a representative of the Ministry of Agriculture: “Overview of the implementation of measure 4.1 “Sustainable development of fisheries areas””
- Presentations by a representatives of functioning fisheries action groups on the development and actions of their respective fisheries areas

- Presentation by a representative of a local government: “Cohesion between an area’s strategies and actions: our example” (the best example on how the opportunities provided by various funds are integrated)
- Presentation from a representative of a European country: “The best example of development in a fisheries area”