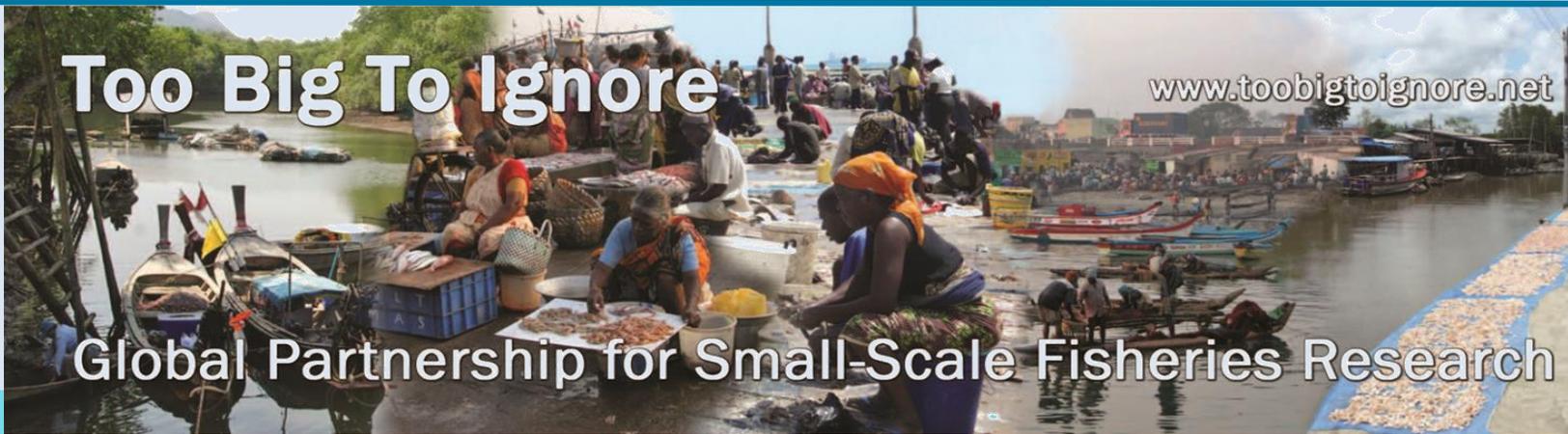


Too Big To Ignore Report  
Number R-01/2018



# Too Big To Ignore

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## Global Partnership for Small-Scale Fisheries Research

### TRANSDISCIPLINARY WORKSHOP

October 17-19, 2017, Puerto Libertad, Sonora, Mexico

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**RESEARCH**

**POLICY**

**MOBILIZATION**



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# Too Big To Ignore Report Number R-01/2018

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## Table of Contents

1.0	Summary (English & Spanish)
2.0	Introduction
3.0	Before the workshop
4.0	At the workshop: Day 1
4.1	Introduction of participants
4.2	Goals of the workshop and introduction to the transdisciplinary approach: benefits and challenges
4.3	Interactions with internal and external actors
5.0	At the workshop: Day 2
5.1	Introducing a Research Experience from Canada
5.2	Identification of problems for the community members
5.3	Working groups - discussion of problems using the Transdisciplinary Approach
6.0	At the workshop: Day 3
7.0	Lessons learned
8.0	Interviews
9.0	List of participants
10.0	Acknowledgments
11.0	Appendix List

## List of Acronyms

CINVESTAV - Centro de Investigación y de Estudios Avanzados del Instituto Politécnico Nacional / Center for Research and Advanced Studies of the National Polytechnic Institute

COBI - Comunidad y Biodiversidad A.C./ Community and Biodiversity A.C.

COFEPRIS - Comisión Federal para la Protección contra Riesgos Sanitarios / Federal Commission for Protection Against Sanitary Risks

CONAPESCA - Comisión Nacional de Acuicultura y Pesca / National Commission of Aquaculture and Fisheries

CRIP - Centro Regional de Investigación Pesquera / Regional Centre for Fisheries Research /

CSO - Civil Society Organization

ECOSUR - El Colegio de la Frontera Sur/ College of the Southern Border

INAPESCA - Instituto Nacional de Pesca / National Research Institute of Fisheries and Aquaculture

LSF - Large-Scale Fisheries

SAGARPA - Secretaría de Agricultura, Ganadería, Desarrollo Rural, Pesca y Alimentación / Ministry of Agriculture, Livestock, Rural Development, and Fisheries

SSF - Small-Scale Fisheries

TA – Transdisciplinary Approach

TBTI - Too Big To Ignore research network

## 1. Summary

Between October 17 and 19, 2017, a multidisciplinary team carried out the Transdisciplinary Workshop in Puerto Libertad, Sonora, Mexico. The team included members from the Community and Biodiversity A.C. (COBI), the Center for Research and Advanced Studies of the National Polytechnic Institute (CINVESTAV<sup>1</sup>), College of the Southern Border (ECOSUR), PGR Consulting, and Memorial University of Newfoundland (Canada). Attendees included 11 men and one woman from the Fisheries and Aquaculture Committee of Puerto Libertad. The goal was to learn about the Transdisciplinary Approach (TA) and how it could help identify problems impacting Small-scale Fisheries, their extent, and the solutions considering different perspectives and the context of the Committee and the community.

Out of five identified problems, participants ranked the process of obtaining fishing licenses and corruption as the most important critical. Using the TA, they further analyzed which stakeholders were involved, their perceptions, the level of severity of the problem, previous actions that have been taken to solve it, whether the problem was part of a bigger one, and how wicked<sup>2</sup> they were. The similarities and differences found for each problem, helped participants to figure out the steps toward the solution.

The team expects that the results of this workshop can help researchers, students, and practitioners to deal with the complexity of small-scale fisheries and address wicked problems.

## Resumen

Entre el 17 y 19 de octubre de 2017, un equipo multidisciplinario llevó a cabo el Taller Transdisciplinario en Puerto Libertad, Sonora, México. El equipo incluyó miembros de la Comunidad y Biodiversidad A.C. (COBI), el Centro de Investigación y Estudios Avanzados del Instituto Politécnico Nacional (CINVESTAV), El Colegio de la Frontera Sur (ECOSUR), PGR Consulting y Universidad Memorial de Terranova (Canadá). Asistieron 11 hombres y 1 mujer del Comité de Pesca y Acuicultura de Puerto Libertad. El objetivo era aprender sobre el Enfoque Transdisciplinario (ET) y cómo podría ayudar a identificar

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<sup>1</sup> All acronyms in the document are in Spanish.

<sup>2</sup> Wicked: difficult to define what the problem is, why it occurs, and how to solve it.

los problemas que impactan a la pesca artesanal, el alcance de estos problemas, y las soluciones, teniendo en cuenta las diferentes perspectivas y el contexto del Comité y la comunidad.

De cinco problemas identificados, los participantes clasificaron como más importantes dos de ellos: el proceso de obtención de licencias de pesca y la corrupción. Usando ET, los participantes analizaron qué actores estaban involucrados, sus percepciones, el nivel de gravedad del problema, las acciones previas tomadas para resolverlo, si el problema era parte de uno más grande y cuán hipercomplejo<sup>3</sup> era. Las similitudes y diferencias encontradas para cada problema ayudaron a los participantes a identificar los pasos hacia la solución.

El equipo espera que los resultados de este taller puedan ayudar a los investigadores, estudiantes y profesionales a lidiar con la complejidad de la pesca artesanal y abordar problemas hipercomplejos.

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<sup>3</sup> Hipercomplejo (*wicked*): difícil de definir el problema, saber por qué ocurre y cómo resolverlo.

## 2. Introduction

The transdisciplinary fisheries cluster within the Too Big To Ignore research network (TBTI), project aims to engage researchers, practitioners, community members, fishers, and policymakers with the diversity, complexity, dynamics, and scale issues surrounding small-scale fisheries systems. To promote the active engagement of this diverse audience a transdisciplinary perspective is required. A transdisciplinary framework includes a systematic approach to effectively examine the complexity of fisheries, multiple perspectives to transparently delineate conflicts and trade-offs, and a transformative approach that uses research as a tool to address fisheries concerns.

When addressing complex issues in Small-Scale Fisheries (SSF), the following questions arise: what are the fundamental principles of the Transdisciplinary Approach (TA) that we should apply to different fisheries contexts? Under what circumstance is this approach needed? What communication tools can be used to facilitate transdisciplinary learning? The answer to these questions can vary according to the context, but the potential benefits of using a transdisciplinary framework include the development of tools to describe processes, identification (and prioritization) of problems and solutions in a harmonious way among actors with different backgrounds, interests, and perspectives that can enrich the process.

The aim of the workshop in Puerto Libertad, Sonora, was to present the TA to community members and apply it within the context of the [Fisheries and Aquaculture Committee of Puerto Libertad](#) (the Committee) Fisheries Committee and the community. The expected outcomes from this workshop were: a) to learn about the response of community members about this approach, b) to ascertain if they could assume it as a practical tool to solve some problems, c) to contribute in building capacity in the community by using some of these tools while interacting with other actors (internal and external).

Puerto Libertad community was selected because of the previous work of the civil society organization (CSO), Community and Biodiversity A.C. (COBI) in this community. Trust from the community members was already built, which facilitated the acceptance of outsiders and the involvement of Committee members in the workshop. It was important to identify goals that could be feasible to achieve and of interest for the members of the community (for more details about fisheries in Puerto Libertad, see Appendix VI and VII). Based on the knowledge about the community and a discussion with a representative of the community, those goals were defined as follow:

1. To use innovative approaches, such as TA, to seek for both the local well-being and the viability and sustainability of fishery resources and ecosystems.
2. To learn about the governance system that operates in the community and within the Fisheries Committee that is currently in operation, by looking at different types of interactions (past, present, and those that could be desirable in the future).

In this report, we summarize the activities that took place in Puerto Libertad associated to the transdisciplinary workshop (organizers, community members), the role of participants, and the response of participants to the process during the sessions. We also present some of the results of the sessions and the general environment that prevailed at the workshop.

We end the report with a list of some lessons learned during the process of the implementation of the TA and a review on the necessary conditions (before, during, and after the workshop) to move forward into the implementation of the TA while dealing with SSF. At the end of the document, we include photographic records and some material used during the workshop (See the Appendix list).

### 3. Before the workshop

We list here a set of necessary conditions that we consider that could ensure the success of using the TA in coastal communities:

- Have a deep understanding of the community and fishing sector to be able to address the issues of interest to the community.
- Design the strategy to conduct the workshop with the TA considering the context of the community. The strategy should acknowledge the participation of all key stakeholders and diversity of knowledge. Before implementing the strategy/workshop agenda, it is recommended reviewing it with some of the leaders of the target group to ensure the content is appropriate for the community and participants.
- Active participation of members of the community to select the issues and solutions with the guidance of the facilitators.
- Ensure the engagement of participants in the process and action plan for the continuity of the process after the workshop.

The workshop lasted three days and included short presentations, working group discussions, and short sessions with high levels of interaction between participants and workshop coordinators during the plenaries. The workshop agenda is presented in Appendix I.

Organizers came from several academic and social organizations:

- Two men and two women from COBI,
- A female researcher from the College of the Southern Border (ECOSUR),
- A female researcher from the Center for Research and Advanced Studies of the National Polytechnic Institute (CINVESTAV, Spanish acronym), and
- A female consultant from PGR Consulting

## 4. At the workshop: Day 1, October 17<sup>th</sup>, 2017

### 4.1 Introduction of participants

The session started with the introduction of all participants, including the workshop organizers, to build trust and create a friendly environment. Members of the community indicated their name, the organization and the number of people they represented. The organizers of the workshop indicated their background, nationality, and affiliation. They also indicated the purpose of the workshop, expectations, and the strategy that would follow in the two days of sessions. Most participants were eager to learn, some seemed cautious, but in general, they showed a good attitude and willingness to participate.

### 4.2 Goals of the workshop and introduction to the Transdisciplinary Approach: benefits and challenges (Minerva Arce & Silvia Salas)

The speakers presented the goals of the workshop and introduced key attributes of transdisciplinarity in simple terms (Figure 1) by giving some examples and responding the questions that arose during the presentation.



Figure 1. Schematic representation of sharing knowledge using the Transdisciplinary Approach.  
Source: [The Manta Rays Blog, Learning Dispositions and Trans-disciplinary Skills in Action](#).

Emphasis was given to work done in collaborative group discussions, respecting others' opinion, and especially taking advantages of the differences, instead of excluding them. It was stressed that expertise from different disciplines and different profiles could help

to solve wicked problems (see Appendix II for the presentation of the workshop goals and Appendix III for the presentation about transdisciplinarity).

The concept of *empathy* came across in the session as a required condition for collaboration and teamwork. Fishers were discussing examples of conditions that could generate this empathy. They indicated that collaboration and good communication were essential to facilitate the search for solutions to problems in a joint manner. Integral vision with the cooperation of all those involved can be enriching.



Figure 2. Members of the Committee of Puerto Libertad community in the initial session of the transdisciplinary workshop.

Once the participants learned about the TA attributes, they indicated that they are already using it and seemed eager to learn more.

#### *4.3 Interactions with internal and external actors (The map of Social capital) - (María J. Espinosa-Romero and Francisco Fernández-Rivera).*

A [Transdisciplinary Fisheries Case Studies template](#) designed by TBTI helped to elucidate whether the TA was viable in the local context, by learning about the social capital of the community (See Appendix VI and VII). In this session, the interest was to learn about how this social capital was built and changing through time, especially within the context of the composition of the Fisheries and aquaculture committee in 2011. Hence the focus of the session was to discuss present, past, and future interactions between participants and the internal and external actors.

Since the Committee include different actors, they collaborate with each other in various activities (fishing, buying and selling fish, making management decisions). They also interact with other actors from other communities, from government agencies, buyers, academic, and CSOs. Hence, the participants were asked to indicate how these interactions have evolved since the creation of the Committee. They were also asked how they compare these interactions with those they had before the Committee was created.

In a dynamic process led by the chairs and supported by the rest of the organizers' team, participants built Bens' diagrams (Maps). Each participant indicated how their past and present interactions with internal and external actors operated, and if they had improved or changed through time. We used a qualitative scale of measurements that included low, medium, and high levels. We also discussed how participants thought new interactions could be built in the future or could change. Figure 3 shows participants working during the session. The participants understood the dynamic of the session without any problems and showed interest to see how their peers responded. They also wanted to know what the global results were.



Figure 3. Interactions maps developed by participants at the transdisciplinary workshop.

The results of this activity showed that in the past, the most important and frequent interactions of the fishing community with external actors were with buyers and government officers at the local and regional level. Most of them considered that these interactions were not reciprocal. Fishers felt they gave more than they received. The fishing sector, before the Committee was established, felt that their relationship among themselves was of medium importance, not frequent, but reciprocal.

At present (after the creation of the Committee), the Committee members consider that their relationship with buyers and government officers at the local and regional level are very important, as well as the interaction with COBI, and government officers at the national level. The most frequent interactions are with buyers, local government officers, and COBI. They consider these interactions to be more reciprocal than before.

Besides, they consider that the relationship among the Committee members of is medium importance, medium frequency, and reciprocal. That means that the consolidation of the Committee has helped to improve the relationship with external actors (diversity and reciprocity are higher) and with Committee members (frequency is higher).

Plans to improve external interactions include to increase communication, and in the case of buyers, to generate dialogues for setting fair prices. For improving internal interactions, the Committee suggested keeping inviting those that left the Committee, and those that have not been included initially, to keep the full representation of the fishing sector.

Table 1. Frequency of interactions participants have with external agents. In bold those that are more common among participants.

<b>External interactions</b>	<b>Frequency</b>
<b>CONAPESCA<sup>1</sup>-Mazatlán</b>	<b>7</b>
<b>Buyers</b>	<b>6</b>
<b>Fisheries Subdelegation in Hermosillo (county level government)</b>	<b>4</b>
<b>Fisheries office in Puerto Libertad</b>	<b>4</b>
<b>Fisheries office in Kino Bay</b>	<b>3</b>
SAGARPA <sup>2</sup> -STATE	2
COBI	2
INAPESCA <sup>3</sup>	2
Municipality	2
Harbour Master	1
CRIP Guaymas City (INAPESCA's local office)	1
COFEPRIS <sup>4</sup>	1

<sup>1</sup>CONAPESCA: National Commission of Aquaculture and Fisheries

<sup>2</sup>SAGARPA: Ministry of Agriculture, Livestock, Rural Development, and Fisheries.

<sup>3</sup>INAPESCA: National Fisheries and Aquaculture Research Institute.

<sup>4</sup>CRIP: Regional Centre for Fisheries Research

<sup>5</sup>COFEPRIS: Federal Commission for Protection against Sanitary Risks.

Participants were encouraged to discuss how they thought that the interaction could improve with external actors. Most of the discussion was about how to get the fishing permits without much difficulty and fewer requirements, as well as how to find a good market for their products.

The suggestions made to improve the interactions with some actors emphasized on better communication and fast response from government agencies:

- **CONAPESCA** - Speed up the process for getting permits and solving problems within the community
- **Markets** - Find ways to learn about changes in prices, discuss about prices to reach a fair agreement.
- **Fisheries Subdelegation** - Improve communication
- **Local Fisheries officers** - Improve communication
- **INAPESCA** - Have access to the stock assessment reports
- **State government** - Get access to financial support programs

Participants also mentioned that they could improve their internal relationships and seek for the integration of other members of the community, including “los rezagados” (those left behind), women, among other actors.

### **Closure of Day 1**

The organizers indicated to the participants that the summary of results of day one would be presented on day two. Then, they opened a discussion with participants to learn about their perception of the session and the concepts introduced.

Gabriel López, the president of the Committee, expressed commitment to participate in this type of workshops as he feels they can benefit from the learning process with other participants and the organizers. He seemed comfortable, confident, and expressed his ideas with clarity. Other participants indicated they had learned something new that day. They acknowledged the work that the president of the Committee has been doing to support the organization and the work of COBI in the community.

Francisco Fernández and María José Espinosa from COBI encouraged the group to develop the logo of their organization, as a symbol of identity and indicated they could help in this activity.

Finally, a video was played showing an interview with Gabriel López that Environmental Defense Fund-Mexico (a CSO) undertook to illustrate the process of consolidation of the Committee in Puerto Libertad.

The session closed at 7:35 PM.

## 5. At the workshop: Day 2, October 18<sup>th</sup>, 2017

The workshop started at 4:30 pm with the participation of nine members of the Committee attending the session; the two that did not attend but participated the day before excused themselves as they needed to travel. Eight men and one woman participated in day two, with the same team of organizers.

We started the session with the presentation and discussion in plenary of the results of the discussion about interactions with internal and external actors (Section 4.3).

### *5.1. Introducing a Research Experience from Canada*

Patricia González, a private consultant from Canada, shared some experiences where TA was used to create a network to improve fisheries research in Canada, with the expected spillover effect on the fisheries industry (Appendix IV).



Figure 4. Patricia González Rivero giving a talk on a Canadian project about Fisheries.

The proposal to build a fisheries research network in Canada to deal with commercial fisheries included a group of 70 people using an integrated approach involving academia, government agencies and the fisheries sector at the national level (Arctic, Pacific, Antarctic and the Great Lakes of Canada). The proposal emphasized on involving

the fishing sector in the definition and defining priorities for the required research; the suggested issues were discussed and approved by all the members of the group.

One of the proposal goals was to build the capacity of the agencies and institutes involved; hence professional development was encouraged through professionalization including Masters and Ph.D. programs promoted among the interested parties. Among the themes that required attention when conducting research on social issues were traditional knowledge and involving fishers in research activities. The proposal got approved by the National Council of Social Research in Canada and received a grant of CAN\$10 million to run the project in a period of five years.

Workshop participants enquired about the conditions that favoured the interaction of fishers with researchers and how this type of proposals could be promoted in Mexico. They showed interest in the presentation and participated in a short discussion on the issues shown in the presentation.

## *5.2 Identification of problems for the community members*

This session was conducted to identify problems by the participants in plenary. According to information obtained in a previous workshop run by COBI in 2011, the main concerns in Puerto Libertad were associated with the interactions between SSF and large-scale fisheries (LSF) (particularly shrimp boats fishing close to shore), lack of fisheries governance and policies, concentration of power into the hands of a few people, high risk fishing operations (as they travel farther/deeper to reach fishing grounds), and an increase in operating costs (Espinosa-Romero et al. 2014<sup>4</sup>).

In the current workshop, other problems were listed and discussed, and two of them were selected to discuss in groups and also to identify potential solutions. From five listed problems the following two listed below were rated as the most important for the discussion:

1. Fishing licenses, which involve complex, slow, and bureaucratic processes to access or renew fishing permits.

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<sup>4</sup> Espinosa-Romero, M. J., Cisneros-Mata, M. Á., McDaniels, T., & Torre, J. (2014). Aplicación del enfoque ecosistémico al manejo de pesquerías artesanales. Caso de estudio: Puerto Libertad, Sonora. *Ciencia Pesquera*, 22(2), 65-77.

2. Corruption, which involves the abuse from some authorities and a lack of knowledge about the jurisdictional authority of different government agencies.

Among the other listed problems participants included: 3) a bureaucratic system in the process of getting different type of subsidies, 4) lack of bonding among community members (sometimes people do not want to collaborate in communal issues), 5) lack of innovation and training in new fishing technologies that could improve gear selectivity.

Once the two main problems were selected, participants were asked if they perceived any common traits between them. They confirmed that:

- The problems were part of a bigger problems
- They were of high severity level
- They were of high difficulty level to be solved
- They could have an impact on producers and their families' income

### *5.3. Working groups - discussion of problems using the Transdisciplinary Approach*

We split the group into two working groups to make a deeper reflection on the two most important problems for the Committee (fishing licenses and corruption), and to come up with collective solutions. In each group, we analyzed which actors were involved in the problem, the level of severity, the perception of different stakeholders, if something had been done to solve it, and if the problem was part of a bigger problem.

**Working group 1** - Fishing licenses. Renewal and regularization (a long and very bureaucratic process). Three men and one woman participated in this group.



Figure 5. Minerva Arce conducting the session about problem solving.

## Results

Stakeholders involved. The primary stakeholders are the fishers who operate in cooperatives (requesting access or renewal of fishing permits), permit holders (in the renewal of fishing permits) and irregular fishers (in the pursuit of access to fishing permits for the first time). CONAPESCA, the agency that issues the permits, is also a key actor. Other stakeholders include the National Research Institute of Fisheries and Aquaculture (INAPESCA) in charge of stock assessments and civil society organizations (such as COBI) that have participated in different processes as facilitators.

Severity of the problem. The first selected problem was considered a severe problem by most fishers. The majority of fishers have indicated that they want to operate following the law, but get frustrated by overly bureaucratic processes. Some fishers have waited up to eight years to obtain their fishing permits. Not having fishing permits can expose fishers to bribery if they undertake fishing activities. It also excludes them from the possibility of accessing subsidies, training, or from receiving technical support from INAPESCA or other agencies. For fishers, delays in renewal of their permits result in a loss of income or encourage participation in illegal fishing operations, as well as the loss of clients (as buyers can find other providers of seafood).

Perceptions of the problem. The problem is perceived similarly by all fishers, although those with more experience attempting to get permits are more aware of the problem.

Previous actions to solve the problem. Before this workshop, and since the Committee was created, actions included that the Committee's president took the lead in making frequent phone calls and writing down letters, both addressed to CONAPESCA, to speed

up the process of getting the fishing permits. Also, fishers who got permits shared “tips” about the process with fishers that knew little about this process. However, currently, the problem has not been solved yet.

According to fishers, the situation has improved since 2011. Before then, many more fishers were operating on irregular fishing activities than they do currently. Although the permit process takes many years (5-8 years), fishers eventually receive them. The CONAPESCA office in Puerto Libertad has streamlined the processes, and its relationship with fishers has improved.

If the problem was part of a bigger problem. The problem was perceived by small-scale fishers as part of a bigger problem, as the large-scale fisheries have generally drawn much attention of the federal government, despite the importance of the SSF sector regarding production, economy, and employment. Similarly, fisheries policy decision-making process is centralized, meaning that permits are authorized at the federal offices, by staff who do not understand the local complexities of SSF. An additional problem is that international commitments signed by the federal government try to ensure that fishing effort does not increase, which limits the number of fishing permits to SSF.

The problem was considered by participants as very wicked because it involves the interaction of complex SSF with local, state, and federal bureaucratic systems. The problem does not have a “face,” e.g. some of the problems are not restricted to fishing and in the cases where fishing is the main component, and many of the bureaucratic procedures aim to discourage compliance. The complexity of SSF (unique environments, vast diversity of target species) prevents the one-size-fits-all approach that government usually applies when implementing management tools and strategies.

**Working group 2** – Corruption. This involves the abuse from some authorities and a lack of knowledge about the jurisdictional authority of different government agencies. Five men participated in this group.

## **Results**

Stakeholders involved. All fishing sectors are affected by the problem. CONAPESCA, municipal governments (police), and organized crime were identified as a source of the problem.

Severity of the problem. The issue addressed was considered a severe problem. The fishers report that CONAPESCA agents may not have the information or the understanding of the complexities of SSF, including the names of the species being

caught or the types of fishing gears being used, which can lead to misinterpretations of the law and bylaws and thus leading to unfair sanctions and favouring bribery. The fishers identified indifference and corruption as common profiles of CONAPESCA officers. Administrative processes when applying to obtain fishing permits can be interrupted suddenly, and access to permits can be blocked, and bribes expected. Similarly, fishers who transport products to market, have run into roadblocks (by police or organized crime) as the sites expose them to extortion. Fishers' and officers' lack of knowledge of the law and the jurisdictional authority of different government agencies and fear of the organized crime, exacerbate the problem.

Perceptions of the problem. The problem is also similarly perceived by all fishers, but those who are more exposed to the problems, such as those in charge of moving and selling the product, dealing with the administrative process to obtain access to fishing permits, and facing government officials have more firsthand experience.

Previous actions to solve the problem. Fishers (cooperatives, permit holders, irregular) have tried to become more organized to present a common front. The irregular fishers organized themselves into a cooperative, although they still struggle with organization and leadership. The fishers also understand that by being informed and respecting the rules they can also reduce the risk of being exposed to extortion or corruption.

If the problem was part of a bigger problem. This problem is not restricted to the fisheries sector. Under-funding, under-capacity and inefficiency are common in the federal agencies responsible for fisheries and conservation. Budget cuts in recent years have exacerbated the problem. Corruption permeates at every level of society, particularly in government processes, and the fishing sector is not exempt. While organized crime has not taken hold in the town of Puerto Libertad, other coastal communities in Sonora are known to be hotspots for such activities.

The problem is considered as very wicked because it involves national problems such as corruption and organized crime, which are unfortunately in a diversity of sectors.

## Summary

The participants were very active during the working group sessions when the problems were discussed. They shared some experiences and gave opinions about the issues discussed. They also showed openness to the instructions of the chairs of the sessions and the rapporteurs in each working group. At some point, especially when they were expanding on the discussion about some of the issues like corruption, they were initially shy and dubious. Although all participants expressed their opinions, the president of the

Committee was more active in the discussion; the less active was the woman, but she was very attentive and showed openness to be involved in the process.

**Closure of the session**

The session ended at 6:30 pm with the presentation of a video done by COBI about Juan Vejar (a permit holder and buyer) and a leadership program. Juan is a fisher of a new cooperative, and the video showed his participation in a workshop on capacity building, where he learned new skills.

## 6. At the workshop: Day 3, October 19<sup>th</sup>, 2017

### *Summary of Day 1 and 2.*

The organizers presented the results of the sessions from days 1 and 2 and encouraged a discussion in plenary. They also brought into attention the objectives of the workshop, and the participants enquired about the benefit of using TA. In Appendix V, the summary of the sessions is presented. An example of the results of the discussion is illustrated by figure 6, where some of the potential solutions of one of the selected problems are presented including information about what has been done to address the problem and how the stakeholders have currently been involved.



Figure 6. Example of process for problem resolution using the Transdisciplinary Approach.

At the end of this day, representative of COBI indicated again that the Committee could benefit from formalizing their organization including a logo. COBI offered to help in the development of this logo. Committee members provided tips on what elements of the community and the ecosystem should be in the logo.

### Workshop closure

A relax and friendly environment among participants and organizers set the stage for the closing sessions and the workshop closure. A certificate of attendance was handed to all participants of the workshop.

The president of the Committee, Gabriel López, gave a speech about his perception of the workshop and acknowledged the effort of COBI and the organizers for this type of activities in the community, which according to him contributes to strengthening the Committee of Puerto Libertad and encourage them to keep building capacity for their benefit.

## 7. Lessons learned



Figure 7. Team summarizing sessions of the workshop.

The TA aims to engage researchers, practitioners, community members, fishers, and policy makers with the diversity, complexity, dynamics and scale issues surrounding SSF systems.

From the design of the workshop, it was expected to examine the complexity of Puerto Libertad fisheries under multiple perspectives of the members of the committee created in a participatory process to build capacities. It is expected the experiences share from the results of this workshop can help researchers, students, and practitioners to deal with the complexity of these fisheries and address wicked problems.

The following questions were posted to discuss among organizers after the sessions of the workshop to elucidate lessons learned about the interaction with the workshop participants. The key questions and the enabling conditions for the success of the TA to address fisheries issues are listed as follow:

1. Under what fisheries circumstance is a TA needed?
- A basic level of organization (social capital) in the community should be in place to ensure acceptance and then continuity of the process.

- Support from external agents with expertise in the topics (academia, civil society organization) can help to start the processes and to help initially in the follow up in the commitments.

## 2. What communication tools can we use to facilitate transdisciplinary learning in an on-site environment?

- Neutral spaces and good logistics are necessary to discuss complex issues. It is essential that participants feel comfortable in a neutral location.
- Interaction in informal settings can create an environment of confidence and participants can be more comfortable with the external actors helping in the workshop.
- The discussion of an external example where the TA has been proved to be useful to solve problems and reach an agreement can help to promote engagement of participants.

## 3. What are the key principles of TA that should be applied to fisheries contexts?

- Identify the context and level of complexity of the problem
- Think out of the box to engage with dynamic and complex contexts
- Include diverse viewpoints and types of knowledge to ensure that potentially marginalized groups are included in the process.
- Learn to cooperate and communicate respecting peoples' perception, vision, and approaches
- Include academic and non-academic actors with interactive stakeholder engagement throughout the process to facilitate interactions. Develop trust, shared vision, and shared values.

For this workshop, integration of expertise from researches from the natural and social sciences, members of CSOs, and a consultant, allowed to look at the problems from multiple perspectives by working through and across disciplines. Integrating knowledge and experiences in the preparation of the workshop also allowed to run the workshop smoothly.

The combination of collaborative action among organizers of the workshop and collaborative attitude of members of the committee that attended the workshop facilitated the sessions and allowed to reach results that were of interest to all.

## 8. Interviews

Interviews with three male and one female participants were conducted to gather information about the community, the context, the problems and the role of the committee to build capacity. These interviews were conducted during the three days that the organizers stayed in the community. The locations selected for the interviews were always open places, setting a relaxed environment to create confidence in the interviewees. Members of the team were present in most of the interviews; a semi-structured interview technique was applied, which provided a more relaxed, fluid, and informal conversation with all the interviewees.

### **Gabriel López Hermosillo. President of the Puerto Libertad Committee and member of one cooperative**

Interviewer: Silvia Salas

Video recorder: Lorena

Duration: 40 minutes



Figure 8. Interview of Gabriel López at the Cirios Bay and at the cooperative landing place

### **Jesús López Hermosillo- Cooperative fisher**

Interviewer: Minerva Arce

Video recorder: Lorena and María José Espinosa

Duration: 20 minutes



Figure 9.  
Interview with  
Jesus at El Faro

**Verónica Vejar Denton- Permit holder**

Interviewer: María José Espinosa and Patricia González Rivero

Video recorder: Lorena and María José Espinosa

Duration: 20 minutes



Figure 10.  
Interview of  
Veronica at the  
playground area of  
the community

**Moisés Matsumiya León. Permit holder**

Interviewer: Silvia Salas

Video recorder: Lorena and María José Espinosa

Duration: 25 minutes



Figure 11.  
Interview of  
Moises  
Matsumiya  
at the Cirios  
Bay

## 9. List of participants



Figure 12. Participants of the workshop at the closing session.

### PARTICIPANTS

Juan Gabriel López Hermsillo

Jesús López Hermsillo

Moisés Mastsumya León

Verónica Vejar Denton

Jorge Luis Beltrán

Francisco Valdivieso Díaz

Francisco Rafael Beltrán Camacho

Francisco Fernández Rivera Melo

Juan Ramón Vejar

Adolfo Antonio González Castillo

Julio Cesar Cruz Pelayo

Manuel Rosario Valenzuela

## **ORGANIZERS**

Technical coordination: Silvia Salas, Minerva Arce, Ma. José Espinosa, Stuart Fulton, Francisco Fernández.

Logistics: Francisco Fernández and Lorena Rocha.

Photos and Videos: Lorena Rocha, Ma. José Espinosa, Francisco Fernández.

Rapporteur English: Stuart Fulton

Rapporteur Spanish: Patricia González Rivero

Diplomas: Lorena Rocha

## **COMMUNITY SUPPORT**

Mr. Carrillo, owner of the restaurant where the meetings sessions took place was supportive all the time and participated in some sessions.

Mr. Carrillo's son helped with logistics during the workshop.

## 10. Acknowledgments

We thank all participants of the workshop for their open and welcoming participation and their insights during the discussions and the interviews. We also thank for the financial support of TBTI to run the workshop in the Puerto Libertad community.

### THE COMMUNITY



## 4. Appendix List

- APPENDIX I- Agenda of the workshop (In Spanish)
- APPENDIX II- Presentation goals of the workshop (In English)
- APPENDIX III - Presentation about the Transdisciplinary Approach (In Spanish)
- APPENDIX IV – Canadian experience presentation (In Spanish)
- APPENDIX V - Summary of the sessions (In Spanish)
- APPENDIX VI – Caso de Estudio Puerto Libertad (Spanish)
- APPENDIX VII - Case Study Puerto Libertad (English)

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**RESEARCH**

**POLICY**

**MOBILIZATION**