

Project Evaluation Series

**Terminal evaluation of the project
“Developing Organizational Capacity for
Ecosystem Stewardship and Livelihoods
in Caribbean Small-Scale Fisheries”
(StewardFish)**

**Project code: GCP/SLC/211/GFF
GEF ID: 9720**

Management response

Management response to the Terminal evaluation of the project “Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries” (StewardFish)					09/2022
Evaluation recommendation	Management response Accepted, Partially accepted or Rejected	Management plan			Further funding required (Y or N)
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	
<p>Recommendation 1.</p> <p>To regional organizations.</p> <p>CNFO and UWI-CERMES should investigate the possibility of certification for courses provided by the CNFO Leadership Institute (CLI) and CLI’s capacity should be strengthened including through formalised partnerships with other regional organisations to use it as a platform to deliver training to fisherfolk. Certification may be based on accreditation through short courses at UWI or through direct liaisons with vocational training institutions in the region. CNFO should also ensure that CLI develops its own training materials and teaching capacity. It should consolidate its approaches to effectively work with fishers and create the critical mass for ‘transformation’ towards better leadership and EAF. In order to support the effectiveness of virtual sessions, continuing training for fishers on ICT issues should be incorporated in the curriculum.</p>	Accepted	<p>This is being addressed in ongoing dialogue between CNFO and current partners and other training institutions in the region:</p> <ul style="list-style-type: none"> i. With CERMES, which is supportive of working with CNFO on the specific action of certification of the LI. Other units in UWI may be better placed to assist CNFO with UWI micro-credentials e.g. for ICT. ii. With a number of Regional organizations in a number of initiatives, to strengthen capacity and partnership, such such as the Caribbean Regional Fisheries Mechanism (CRFM) and the Gulf and Caribbean Fisheries Institute (GCFI). <p>There are successful ICT training materials as well as a safety-at-sea tools developed by the project Climate Change Adaptation in the Eastern Caribbean Fisheries Sector (CC4FISH) that are being made widely available, and will be used in the curriculum development of the LI.</p> <p>Enhanced knowledge sharing and documentation and stakeholder coordination at national and regional level for EbA scale-up</p> <p>The ultimate aim is the capacity building of the CNFO LI to undertake its role in pursuing the appropriate level of certification for training offered to fishers and fish workers.</p>	FAO SLC to monitor the progress of implementation by the relevant regional organizations.	Ongoing. Concrete progress expected within the next 12 months	Yes

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<p>Recommendation 2. To regional organizations.</p> <p>The regional organisations that co-executed StewardFish should investigate and scout opportunities to continue engaging the FFOs in organisational development and leadership building and ecosystem stewardship, in order to strengthen them further for participation in governance and implementation of EAF initiatives. There are many elements of StewardFish which provide a ready basis for follow-up activities, both at regional as well as national levels. These organisations also should continue to engage with fisherfolk and sustain benefits achieved or else they quickly lose interest and may not readily participate in the next project.</p>	Accepted	<p>CNFO, UWI-CERMES and CRFM, key executing organizations are committed to the implementation of the Caribbean Community Common Fisheries Policy (CCCFP) and its Small-Scale Fisheries Guidelines protocol. This intrinsically addresses leadership management for improved Governance and implementation of EAF.</p> <p>FAO continue to engage in identifying opportunities to sustain FFOs engagement, as a concrete illustration, it is engaged with a number of regional organizations in preparing of a number of proposals. which have a focus on organisational development and leadership building and ecosystem stewardship. In this regard there are currently four projects of a total budget of USD 16 Million nearing the funding approval.</p>	FAO SLC and HQ (NFIFM and NFIFO)	Ongoing. For the pipeline actions/projects being developed, inception from 1st quarter 2023	Yes
<p>Recommendation 3. To FAO/SLC, Regional Organisations and National Governments.</p> <p>Continue to promote the engagement of inter-sectoral stakeholders in EAF and fisheries management through supporting the strengthening of NICs and FACs.</p>	Accepted	The inclusion of inter sectoral stakeholders in the fisheries advisory council and other working groups and steering committees is already a common practice in fisheries governance, as proven in a major fishing island such as Belize. This calls for strenghtening of the fisherfolk leaders through training and mentoring, including in the areas of representation, advocacy, and fisheries policy, to engage with the other sector stakeholders especially those	FAO SLC	Ongoing	Yes

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Stakeholders besides the NFAs engaged in marine issues or issues relating to fishers (e.g. labour, social, security ministries because of spill-over effects) should become more purposefully involved. This could impact on fisheries industry issues such as better jobs, more decent jobs, access to insurance, security of person and property, and specially managed marine and coastal areas.		<p>connected with social protection schemes and other safety nets for better and resilient livelihoods.</p> <p>FAO SLC, in collaboration with its regional partners, will continue to promote and support the review and development/strengthening of NICs/FACs as well as their engagement in the development, implementation and participatory monitoring and evaluation of fisheries and related plans, programmes and projects, which contribute to the execution of the CCCFP, SSSF Guidelines Protocol and Code of Conduct for Caribbean Fisheries and related national instruments.</p> <p>FAO is custodian of the International Year of Artisanal Fisheries and Aquaculture (IYAFA) 2022, which is dynamically celebrated in the region under the leadership of a multistakeholders/multipartners committee. This platform is composed of CNFO, CRFM, UWI-CERMES, CANARI, Gulf and Caribbean Fisheries Institute (GCF), and Central America Fisheries and Aquaculture Organization (OSPESCA), with FAO/WECAFC Secretariat serving as the coordinating entity for the committee. It is guided under the theme of Recovery and Resilience, with gender and youth as cross-cutting themes, and three subthemes: social resilience, innovation, and intersectoral linkages.</p>			
<p>Recommendation 4.</p> <p>To FAO/SLC, Regional Organisations and National Governments.</p> <p>Mobilise staff resources to use the wealth of studies produced, tools and experiences to maximise the</p>	Accepted	FAO-RLC is committed to improve knowledge management in the region and FAO SLC is currently preparing to establish a website which would facilitate the process of making available StewardFish communication and knowledge products, dissemination to the CLME+ Hub and through IW Learn.	FAO SLC and HQ (NFIFO, NFIFM)	Ongoing	Yes

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<p>utilisation of knowledge. Disseminate the products to additional audiences, with a view on GEF-8 (which will have a focus on SIDS). Case studies on institutional change, as documented, should be carried out, capturing the stories of the processes and demonstrating learning and best practices. The tools developed should be tested in additional countries, including beyond the Caribbean (other SIDS regions), as well as with other FFOs in the project countries. Opportunities for scaling up results of the interventions should be investigated. New projects’ budgets should adequately cover a communication and knowledge management expert from project start, as well as publication and dissemination of knowledge products. Efforts to widely disseminate results in a timely manner should be strengthened, through appropriate means, including a central online platform; and knowledge products should be adapted to key audiences, especially fisherfolk and NFAs.</p>		<p>FAO SLC will therefore be supporting regional co-executing partners and ensure that projects outputs –past and future, to include StewardFish communication and knowledge products – are shared.</p>			

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<p>Recommendation 5.</p> <p>To FAO at large.</p> <p>FAO should introduce Results-Based financial reporting for the projects it implements. Results-based budgeting and financial reporting is more and more required by institutions and projects because it improves management of development results. For StewardFish, results-based budgeting was introduced but results-based financial reporting was not applied. Progress towards results-based financial reporting should be made in collaboration with the implementing partners.</p>	<p>Partially accepted</p> <p>SLC agrees that we need to strengthen our financial reporting and are taking measures to ensure this.</p> <p>The financial reporting format for voluntary funded projects is set in the funding agreement with the resource partner.</p> <p>To reduce transaction costs, FAO recommends to use the standard format of project financial reporting available from its ERP systems, where acceptable to the resource partner, and avoid non-standard financial reporting which requires significant additional manual work for everyone to map expenditures to results/outputs/activities etc.</p>	<p>To improve financial reporting and understanding of Results-Based activities, Project team members will be asked to undertake FAO’s Managing for Results (MfR) training.</p>	<p>SLC Programme Team</p>	<p>Immediately for MfR Training for Project team members.</p>	<p>Yes</p>

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<p>Recommendation 6.</p> <p>To FAO/SLC.</p> <p>In future institutional and project programming activities, build on the foundation laid by StewardFish in gender analysis and the processes initiated to empower women engaged in the fisheries industry. The products of StewardFish can help to enhance focus on gender in small-scale fisheries in new projects, improve in-depth gender analysis and contribute to mainstreaming gender through policies and actions. Appropriate issues that could be included in future activities from a gender perspective include governance, leadership, capacity development, building trust between fishers and with the authorities, and livelihood. Projects should engage on women empowerment with appropriate government ministries and agencies, NGOs, CBOs and academic institutions.</p>	Accepted	<p>The gender related tools and analyses as well as gender related outputs generated by StewardFish will be utilized through partners in the countries and by FAO for use and learning in the development and/or implementation in related components/elements of upcoming projects like BE:CLME+, EAF4SG, REBYC III – CLME+ (and PROCARIBE).</p> <p>Gender equity and livelihood improvement will continue to be promoted and prioritized in FAO and partner projects. As well as the monitoring of their implementation in practice and effectiveness.</p> <p>Training, sensitization and expert participation on gender and livelihoods in project design, implementation and monitoring will be included in further projects.</p> <p>Specificifically the sex desagregated information collected on FFOs in 12 countries in the caribbean will be incorporated in the formulation process of several fisheries related project proposals that are currently under preparation.</p> <p>Similarly the gender analysis conducted for Barbados, Guyana, Jamaica and St. Vincent and the Grenadines will be made available for the SLC gender country assessment related activities and repertory.</p>	<p>FAO SLC</p> <p>i. Fisheries Officer and country Gender Focal Points</p> <p>ii. Project formulators</p> <p>iii. HQ (NFIFO, NFIFM)</p>	<p>Ongoing and for any future projects.</p> <p>The sex desagregated information collected and analyzed, and the gender analysis will be shared immediatly with the Gender focal points for incorporation in SLC gender sharepoint.</p>	Yes

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