

Project Evaluation Series
08/2022

**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**

Follow-up report

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<p>Recommendation 1.</p> <p><i>To Regional Organizations:</i> 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</p>	Accepted	<p>This is being addressed in ongoing dialogue between CNFO and current partners and other training institutions in the region:</p> <ol 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 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</p>	<p>CERMES was not engaged in the ICT training events; but it continues to build fisherfolk capacity in EAF and other areas in partnership most often with CANARI and local fisherfolk.</p> <p>In collaboration with CNFO, capacity building resources developed for the CNFO Leadership Institute are available on the CRFM website through the CRFM Portal.</p> <p>Building on the capacity of the CLI is expected to be achieved in upcoming projects, like just recently mainstreamed in the inception meeting of the BE-CLME+ project held 27-29 September. This project is executed by CRFM with FAO/WECAFC and the Caribbean Development Bank (CAF) as co-implementing agencies.</p>	Advancing	Development of fisherfolk and fisherfolk organization capacity is an ongoing quest via projects.

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‘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>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>			
<p>Recommendation 2.</p> <p><i>To Regional Organizations:</i></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</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</p>	<p>There has been continued commitment and delivery of work in this space. Selected typical follow up actions portraying the progress made are:</p> <p>i. CANARI’s work with the small scale fisheries sector, fisherfolk and stewardship approaches continues as we implement our Strategic Plan 2021-2030. In particular, this will occur under our programmes focused on:</p> <ul style="list-style-type: none"> • Learning, advocating on and building capacity for approaches to resilience-building that work across sectors and scales to address diverse development challenges in a holistic way; • Facilitating the conservation, sustainable use and restoration of biodiversity and ecosystems in support of Caribbean social, cultural and economic development; 	Good	<p>New projects and programs in keeping with this aim are in the pipeline, it is too soon to detect impacts. But actions from few partners are yielding some shifts at the level of the FFOs.</p>

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<p>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>		<p>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>	<ul style="list-style-type: none"> • Championing equity and justice in meeting the environmental and livelihood needs of poor and vulnerable people; • Informing, convening and empowering people and institutions for participatory governance of natural resources; and • Working together with stakeholders to introduce innovation in approaches, institutions and enterprises, which is needed to make the transformation to sustainable development in today’s rapidly changing world. <p>ii. To deliver these programmes, CANARI is currently developing and executing projects under a flagship area focused on Stewardship and are working on the following current initiatives which target fisherfolk and other coastal and marine resource stakeholders:</p> <ul style="list-style-type: none"> • Capacity building in fisheries evidence, networks and management in the British Virgin Islands with support UK Government’s Darwin Initiative • Sustainable Sargassum Management in Anguilla, British Virgin Islands and Montserrat funded by the UK Government through Darwin Plus: Overseas Territories Environment and Climate Fund under the Darwin Initiative • Pioneering a Blue-Green Economic Development Model for Coastal Adaptation, Livelihoods and Sustainability in St. Vincent funded under the Caribbean Biodiversity Fund 		

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			<ul style="list-style-type: none"> Integrating digital technologies and participatory tools to support coastal community resilience in Trinidad and Tobago funded under the ‘Harnessing Innovative Technologies to Support Resilience Settlements on the Coastal Zones of the Caribbean (HIT RESET Caribbean)’ project (EuropeAid/166663/IH/ACT/MULTI) with the support of the Organisation of African, Caribbean and Pacific States (OACPS) and the financial contribution of the European Union (EU) CSOs for Disaster Resilience: Empowering civil society and local communities to build resilience to hurricanes and climate extremes in the Eastern Caribbean with support from the Inter-American Foundation, which included supporting a specific stewardship initiative by fisherfolk in Barbuda (see video) <p>iii. CERMES continues to engage as done under StewardFish. An example is in social, climate and blue justice with a strong emphasis on mainstreaming gender equality. A constraint is the limited sources of funding for such SSF initiatives in the Caribbean, besides FAO.</p>		

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			<p>iv. Development of the CNFO/CRFM Small-Scale Fisheries Action Plan 2023-2025.¹ Approval of the CNFO/CRFM Small-Scale Fisheries Action Plan 2023-2025 by the 12th Special Ministerial Council Meeting in Oct 2022 through Resolution No. SMC 12 (04) of 2022. The resolution also urges the CNFO to work along with the CRFM and the respective national authorities and institutions to enhance engagement across all CRFM Member States with both NFOs and national fisheries authorities, and to utilize the Leadership Institute and communications tools to help bolster inclusion of fisherfolk at the national level.</p> <p>v. WECAFC engaged FFOs and their representatives at national and regional level in the development of management plans, such as currently in Dominica for the national Fish Aggregating Devices (FAD) management plan; the implementation of endorsed plans and their stewardship during the international year of artisanal fisheries and aquaculture. CNFO was</p>		

¹ The objective is to support a sustainable increase in fish and fish product along the value chain to improve availability and accessibility to consumers, while contributing to achieving the CARICOM goal of reducing food import by 25% by 2025. The CNFO/CRFM Small-Scale Fisheries Action Plan will seek to address the challenges identified by the CNFO and its membership in the CARICOM/CRFM Member States in order to better engage in governance and stewardship of the living coastal and marine resources as well as utilize the opportunities to improve their livelihoods along the small-scale fisheries value chain.

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			sponsored to attend the 19 th Session of WECAFC held 6-8 September 2023.		
<p>Recommendation 3.</p> <p><i>To FAO/SLC, Regional Organisations and National Governments:</i></p> <p>Continue to promote the engagement of inter-sectoral stakeholders in EAF and fisheries management through supporting the strengthening of NICs and FACs. 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</p>	Accepted	<p>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 strengthening 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 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</p>	<p>There is limited scope for civil society and academia to really influence progress with regard to this recommendation. However, capacity development for readiness, and the applied research are continuing, while some project countries did take clear actions as documented in selected cases:</p> <p>Belize</p> <p>Fishers actively participate in decision making platforms such as the fisheries advisory council and in the marine spatial planning process known as the Belize Sustainable Ocean Plan. They are engaged in various working groups and committees that address fisheries and aquaculture matters. Training has been given extensively in the past to fisher associations and fisher leaders. Fishers are central to the decision-making process and play a key role in fisheries related projects and initiatives. The Ministry of Blue Economy and Civil Aviation through funding by the World Bank is seeking the implementation of a pilot for parametric insurance for fishers.</p> <p>Jamaica</p> <p>The National Fisheries Advisory Council (NFAC) established in 2019 is comprised of cross sectoral stakeholders with responsibility to guide national policy. It is an avenue for fishers and other stakeholders to directly initiate and impact policy and governance arrangements.</p>	Good	<p>There is direct stakeholder involvement in management and few changes seen.</p> <p>But significant progress could have been made if there were more government intersectoral advancement in EAF, CCA, DRM, etc.</p>

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<p>specially managed marine and coastal areas.</p>		<p>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>Through CNFO Training Institute, Fisherfolk awareness, and interest in group formation and leadership has been enhanced.</p> <p>More fisherfolk groups are being formed across the island with fishers actively participating in their meetings. Decisions are done in a consultative and participatory manner.</p> <p>Saint Vincent and the Grenadines</p> <p>The Ministry of Agriculture, Forestry, Fisheries, Rural Transformation, Industry and Labour agrees with the need to have ongoing engagement f intersectoral stakeholders in EAF and fisheries management. Saint Vincent and the Grenadines has established a National Ocean Coordinating Committee and A Fisheries Advisory Committee which allows for various stakeholders to be represented and engage in discussions to advocate the sustainable management of living and non-living marine resources.</p> <p>Support to NIC was at the core of the WECAFC regional coordination committee for IYafa 2022, the institutionalization of which was recently endorsed by the 19th Session of WECAFC, 6-8 September 2023. This aims to further empower SSF as the globe prepares for the celebration of the 10th anniversary of the SSF Voluntary guidelines.</p> <p>With the support of an EU-funded project executed by WECAFC Secretariat, CRFM developed a Guidance Document on Better Positioning Small-scale Fisheries and</p>		

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			Aquaculture (SSF/A) in the Regional Blue Economy Dialogue as part of the IYafa 2022 celebrations. ² One of the recommendations in this policy document is the development/operationalization of National Intersectoral Committees (NICs) to address the cross-cutting nature of the blue economy. This Guidance Document was approved by the 12 th Special Ministerial Council Meeting, October 2022 through Resolution No. SMC 12 (05) of 2022.		
Recommendation 4. <i>To FAO/SLC, Regional Organisations and National Governments:</i> Mobilise staff resources to use the wealth of studies produced, tools and experiences to maximise the utilisation of knowledge. Disseminate the products to additional	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.	Knowledge management and mobilization is improving through online hubs and portals, but wide resistance to open data and sharing information is the source problem. A thrust by CRFM, CANARI, CERMES and others to have more information online continues. The issues of low data access, use and interpretation are persistent. Availability of the CRFM StewardFish outputs on the CRFM website contributes to knowledge sharing. Jamaica Case studies on leadership issues and fishing practices in fishing communities were documented as video short	Advancing	Impacts seen in some areas e.g. sargassum and climate services getting used by some fisheries authorities and stakeholders.

² It is recognized that the blue economy covers a number of sectors, however the focus of this guidance document is the fisheries and aquaculture sector. The objectives of this document are to: (i) Define and conceptualize the fisheries and aquaculture sector as part of the blue economy in the CRFM region and; (ii) Review the relevant institutional and policy frameworks within CRFM States and develop recommendations on how to better position SSF/SSA in the blue economy dialogue.

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<p>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</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>	<p>stories. These videos have been shared at international fisheries events, and other related events. The documentation was done by CERMES.</p> <p>Saint Lucia Currently efforts are made to improve our communication strategy within the sector. Engaged the use of the communication mediums, e.g at the start of the Hurricane season the Department embarked on various platforms to alert stakeholders of the upcoming season emphasizing on the do and don’ts, before and after measures in relation to the natural disasters. We have strengthen our MPAs organization through implementation projects to include components that would re –establish/ improve the website and social media platforms, preparation on bulletins, flyers to disseminate key and pertinent information to the sector. Development of a communication strategy, the Department have had a number of docuseries done interview key personnel and informants in the sector. As part of the development of the strategy, a conducted an internal audit on our communications products and processes all in an effort to improve our procedures, products and processes.</p> <p>Saint Vincent and the Grenadines The Ministry of Agriculture, Forestry, Fisheries, Rural Transformation, Industry and Labour continues to promote best practices and lessons learnt in sustainably</p>		

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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.			managing marine resources, including through Ecosystem stewardship. The lessons learnt over the course of the Stewardfish project and through the completion of initiatives will be used to guide future interventions as well as to continually build knowledge and capacity of stakeholders.		
Recommendation 5. <i>To FAO at large:</i> 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	Partially accepted	SLC agrees that we need to strengthen our financial reporting and are taking measures to ensure this. The financial reporting format for voluntary funded projects is set in the funding agreement with the resource partner. 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	The Results-Based financial reporting is an integral part of the funding agreement of projects declared operational since this evaluation. Staff members have been recommended and encouraged to take the FAO’s Managing for Results training. For new GEF projects where FAO is and implementing agency, it is planned to request that the Project Management Unit under the partner executing agencies undertake the same courses.	Advancing	Better understanding and improved preparedness of project teams to systematically integrate the Results-Based financial reporting in management of their projects.

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collaboration with the implementing partners.		<p>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>Recommendation 6. <i>To FAO/SLC:</i></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</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</p>	<p>The formulation of BE:CLME+, EAF4SG, REBYC III and gender-related activities during the celebration of the international year of artisanal fisheries and aquaculture 2022 benefitted from the tools and analytical studies of StewardFish and REBYC-II. The resource persons involved in the preparation of activities for gender action plans were engaged in those two projects for sex disaggregated information collection, hence more familiar with the tools and subsequent capacity building needed to mainstream gender equity and livelihood approach.</p> <p>The tools and analyses feature the CLME+ hub, which is a regional platform with high visibility, to be also used by the GEF-funded PROCARIBE+ project which has just started.</p>	Good	Greater gender focus planned in project interventions.

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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>livelihoods in project design, implementation and monitoring will be included in further projects.</p> <p>Specificifically the sex desagregated information collected 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>			

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