

Project Evaluation Series

**Terminal evaluation of the project
“Climate change adaptation of the Eastern
Caribbean fisheries sector” (CC4FISH)**

**Project code: GCP/SLC/202/SCF
GEF ID: 5667**

Management response

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		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	Further funding required (Y or N)
<p>Recommendation 1.</p> <p>To FAO.</p> <p>Continue technical support to future fisheries and CCA interventions in the Caribbean. Priority areas identified by the TE are [Conclusions 4, 5, 9]: fisheries data collection and statistics, replication and upscaling of models put in place by CC4Fish: aquaponics, FARE, VCA, SAS-ICT, insurance for fishers and value chain actors, in the context of social protection in fisheries more broadly, seamoss farming and transformation, legislation and policies and plans. In developing a programme of work on these topics at national levels, it is recommended to synergise activities: [Conclusion 3] (e.g. VCA+FARE, captains'/SAS + business skills training, data collection at all nodes of fish value chains), nurture multi-sectoral, "organic" partnerships across multiple stakeholders from government, private sector, academia and civil society [Conclusions 3, 10], understand fishers' behaviour [Conclusions 3, 7, 10] and tailor interventions</p>	<p>Partially accepted</p> <p>Under CC4FISH a regional fisheries data and statistics trainers of trainers was already held and 3 statisticians from UWI are already trained as Trainers in fisheries data collection and statistics to further support roll out of data collection and statistics in the countries and thus limit the need for engaging with external trainers. After the training these trainers further used their skills to develop a network of fisheries officers with statistical training as they trained a group of 30 fisheries officers from the project countries for a week under the guidance of FAO. In addition, these trainers separately trained the fisheries officers in Tobago who</p>	<p>FAO will continue to support countries in achieving holistic data collection systems including gathering socio-economic data and using the data collection systems for improved policy and legislation. For example, in Trinidad and Tobago, FAO is already currently providing follow up support and improved data collection and statistics systems. FAO is also supporting this through ongoing Readiness Project "Improving the capacity of the Fisheries Sector in Saint Lucia to enhance resilience to Climate Change" and the pipeline Project SASAP 'Implementing the Saint Lucia Fisheries Sectoral Adaptation Strategy Action Plan (SASAP)'.</p> <p>FAO continues to support VCAs (both the assessments as well as the implementation thereof). This takes place e.g in the GCF project in Saint Lucia and the VCA methodology developed under CC4FISH is now used in the GCF Readiness project in Belize. Where applicable and funding is available, FAO will support carrying out the FARE and VCA trainings simultaneously to provide best synergies as well as SAS and business skills training. This will depend, however, on the needs and capacity of the communities and countries and time available by stakeholders.</p> <p>FAO will continue to seek funding to continue support strengthening FARE, SAS, and ICT and has prioritized these areas as for future funding opportunities as well as social protection including insurance for actors along the fish value chain which will be a priority in CC4FISH follow up resource mobilization actions. For SAS and ICT training stewards have been identified and trained during the CC4FISH project. These Stewards are already following up and providing additional support and training where possible unrelated to funding of CC4FISH.</p> <p>In ongoing (and future) seamoss projects the widening of production systems will be taken into account. FAO is doing this already for example in the follow up of seamoss activities in Dominica where a seamoss value chains assessment and targeted</p>	FAO, national authorities and relevant stakeholders	01/07/2022	Yes

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accordingly, and mainstream a gender perspective at all stages of project development and implementation and in all project interventions. [Conclusion 12]. How to go about doing this is detailed in Appendix 7.	had not participated in the regional training showing their independent ability to continue training. This thus already allows for strengthened national capacity in various statistical software systems including R and allows FAO to continue to strengthen the capacity of national level fisheries officers in charge of statistics (including in R software). In addition, FAO is already implementing various activities to improve data collection and statistics programmes.	<p>interventions (TCP-SLC 3801 Regional Covid Recovery) are carried out as a follow up to the CC4FISH activities.</p> <p>Enhanced implementation of fisheries plans, policies and legislation continues to be a priority for FAO. Currently FAO SLC is already providing assistance through the project "Support to the Secretariat of WECAFC in implementing targeted actions of the 2019–2020 Workplan on improved regional fisheries governance" which has a specific component on improved mFADs fisheries management, with direct country assistance in Dominica. In addition, in SKN and SVG there is follow up support for new legislation working in collaboration with FAO-NFIFP, in St. Lucia under the GCP /STL/001/GCR project. In Trinidad and Tobago there is support under the GCP/GLO/193/JPN project and the the Rebyc-3 project (pipeline). Support for improved conch management through the queen conch management component of “WECAFC - Strengthening the Scientific basis (FAO)- Support to the secretariat of WECAFC for an effective implementation of priority actions of the Programme of Work agreed at the 17th Session of the Commission- GCP/SLC/219/EC” is currently being developed.</p> <p>FAO will continue to nurture multi-sectoral, “organic” partnerships as undertaken under CC4FISH, for example, FARE training linking DRM personnel and fisheries officers, SAS trainings and workshops linking fishers, fisherfolk organizations, fisheries officers, and coast guards in future projects and is actively developing a new pipeline for these activities. Additional funding will allow for further roll out of the trainings and reinforcement of the capacity of trainers from the various involved institutions.</p> <p>This also applies to engaging the private sector, for example, through the Project ‘BE-CLME+: Promoting National Blue Economy Priorities Through Marine Spatial Planning in the Caribbean Large Marine Ecosystem Plus’.</p>			

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		<p>Learning and best practices in engaging fisherfolk are considered to be an important element. Currently FAO is continuing the strengthening of the CNFO Learning Institute through funding of trainings on the Small-Scale Fisheries Guidelines and the Caribbean Community Common Fisheries Policy. FAO is mobilizing resources for continued support for the leadership trainings and value chain training.</p> <p>In future projects business skills training will be matched with the captains and SAS trainings to ensure greater traction where possible, if funding is available and if this combination of activities is of interest to the stakeholders. Future trainings are expected to incorporate longer terms support to facilitate stakeholder uptake and include regular follow-up, e.g. through integration with national vocational institutes. This work will be also supported through the CNFO Leadership institute. The SAS training courses are available online through the FSF and the regional trainers trained under CC4FISH to further roll out the SAS in the region. Materials of the SAS can be incorporated and placed online in resources available through the CNFO Leadership Institute. 10) Gender perspective mainstreaming; this is a key recommendation. FAO is already more actively pursuing gender mainstreaming through, e.g. webinars on gender mainstreaming in project development and implementation, publication of documents on gender mainstreaming and ensuring which would support improved gender mainstreaming as well as having key personnel at the SLC office and RLC to support and ensure appropriate gender inclusion and mainstreaming (e.g. gender focal points and gender experts). This also includes developing Gender Action Plans as now required by the GEF.</p>			

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<p>Recommendation 2.</p> <p>To FAO and GEF.</p> <p>In the design and management of future projects, FAO should consider scaling down the scope of intended large-scale projects to allow for clearer implementation [Conclusions 1, 3, 4], giving due consideration to the governance and geography of partner countries in organising operational arrangements at national levels. [Conclusion 8], promoting flexibility and agility in project management [Conclusion 6], facilitating the creation and sustainability of an ecosystem of stakeholders [Conclusion 9], and pursuing funding partnerships across donor agencies as well as replenishing the GEF-SCCF to tackle the multiple facets of CCA in projects focused on natural resources [Conclusion 7]. These points are expanded upon in Appendix 7.</p>	Accepted	<p>FAO agrees with the recommendation to reduce the scope of intended large-scale projects taking into account national capacity to ensure more strategic implementation and achievement of objectives (this can be via reduction of scope in number of countries or e.g. reduced number of outputs/activities) while taking the geographical and capacity of countries in implementation into consideration.</p> <p>The GEF is currently actively working to replenish the SCCF fund, and the expectation is that the SCCF funds will be replenished with USD 200 million. FAO-SLC is therefore planning to prepare a CC4FISH+ concept note for a follow up project building on to the successes and lessons learned of CC4FISH.</p>	FAO-SLC National Authorities The GEF	01/06/2022	No

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<p>Recommendation 3.</p> <p>To FAO.</p> <p>With regards to knowledge management, sharing and dissemination of experiences and lessons in the region and beyond, FAO should consider [Conclusion 11]: pursuing efforts to increase the resonance of CC4Fish to the entire LAC region, ensuring that new projects' budgets cover a Knowledge Management and Communication expert from project start as well as the cost of publication of knowledge materials after project end, reviewing protocols and permissions for open access of project archives and greater visibility on social media platforms. How to go about doing this is detailed in Appendix 7.</p>	Accepted	<p>Communication products are being and will continue to be announced on the Caribbean twitter page, as well as the RLC website and country office websites where relevant where possible to increase outreach as they become available as well as on the CC4FISH website. In collaboration with RLC lessons of relevance can be translated and subsequently consolidated, shared, placed and replicated in the LAC region (e.g. the Sargassum Uses Guide and Policy Briefs). Other platforms for increased visibility are the CLME+ Hub (www.clmeplus.org) which can be a good repository and communication platform as well as the new FAO website where most likely a separate CC page will be developed. CC4FISH is designating some additional funds for Spanish translation prior to finalization of the project for at least the 5 Policy Briefs.</p> <p>FAO SLC is ensuring that new GEF projects will accommodate the costs of a Knowledge and Information Manager (e.g. in the 'BE-CLME+: Promoting National Blue Economy Priorities Through Marine Spatial Planning in the Caribbean Large Marine Ecosystem Plus' and the 'Strategies, technologies and incentives to manage bycatch in tropical Large Marine Ecosystem Fisheries (REBYC-III CLME+)' Project.</p> <p>The FAO-SLC office is raise the issue of reviewing protocols and permissions regarding more open access of project archives and greater visibility on social media platforms with the headquarters communication unit. However, while acknowledging improvements can be made, we also wish to acknowledge the project has an active website, an active facebook page with hundreds of followers and numerous tweets have been tweeted from the FAO-SLC twitter account (as well as a number from the RLC twitter account) on activities of the CC4FISH project.</p>	FAO-RLC, country office website, CC4FISH website and FAO HQ	01/07/2022	No

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<p>Recommendation 4.</p> <p>To FAO.</p> <p>Continue promoting CC issues and the CCA agenda in the work of Regional Fisheries Bodies [Conclusion 2]. RFMOs and RFBs (in the Caribbean and beyond) to raise CC and CCA up in their agendas, for example by making it a regular agenda item and/or topic in the Scientific Advisory Groups (SAG) should be encouraged to mainstream CC in their programmes of work more systematically.</p>	Accepted	<p>A paper on CC and fisheries for the WECAFC region was developed by the Regional Project Coordinator and 2nd LTO of CC4FISH and presented at the 17th Session of WECAFC in 2019.</p> <p>The document has triggered a better understanding and interest by the Commission. Recommendations were made and given that the issue of CC is a cross-cutting development challenge, it is being tackled across working groups, especially in fisheries of socio-economic importance. There is therefore no standalone Climate Change agenda item or specific document in the SAG, neither at the Commission plenary level but, for example, the newly established Flyingfish-Dolphinfish Working Group, ongoing and pipeline WECAFC projects on queen conch, spawning aggregations, mFADs illustrate interventions mainstreaming of CC considerations.</p>	FAO-SLC, WECAFC and headquarters	01/07/2022	No
<p>Recommendation 5.</p> <p>To FAO headquarters and FAO SLC.</p> <p>Review, streamline where possible, and provide more guidance on administrative procedures and requirements [Conclusion 6]. Better onboarding and supervision during project staff transition periods, as well as regular orientation of project staff and executing partners is required. Efforts that have been initiated to streamline procedures should be pursued, along with regular review of financial and operational procedures. Practical steps that</p>	Accepted	<p>FAO-SLC has developed an adaptive welcome package for new employees for improved onboarding. This is a living document that is continuously being updated.</p> <p>Webinars to better explain operational procedures and processes have already started at SLC (e.g. on procurement) and will continue to be planned as needed.</p> <p>FAO-SLC will support the greater involvement and strategic role of FAO NCs in facilitating financial discussions between the project and partner countries as well as in implementation of the project. This will be achieved through having bi-annual meetings with all NCs at the SLC office which started in 2019 (not travel was permitted 2020-mid 2022). In addition, the program team has weekly meetings with the NCs to ensure a smooth and improved communication between SLC, project coordination units and NCs. SLC also has improved its communication with NCs by including all NCs in communication on projects.</p>	FAO-SLC, country offices, and headquarters	01/07/2022	No

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could be taken to implement this recommendation are suggested in Appendix 7.	and regional partners to improve the understanding of FAO operations and procedures.	<p>The recommendation to pay out LoAs partly is noted but it needs to be flagged that FAO is already only partially paying out LoA funds to reduce risks (e.g. LoAs are already divided up in several payments and the first payment can never be more than 30%). This recommendation is thus accepted but already being implemented by FAO requirements of LOAs.</p> <p>Project inception workshops and annual PSCM can provide a good platform to better provide orientation to new project staff and executive partners, including on lines of communication as well as on greater clarity on administrative procedures and requirements. FAO-SLC will ensure that orientation courses (e.g. through FAO E-learning courses) are stipulated in partners' contracts where applicable and SOPs shared.</p>			
<p>Recommendation 6. To GEF and FAO.</p> <p>More flexible reporting mechanisms and future funding should ensure that progress towards outcomes and the multiple dimensions of CCA are captured in future projects [Conclusions 1, 5, 6, 7]. Incentives should be provided to GEF-OFPs to improve their engagement in projects [Conclusion 8]. While acknowledging that GEF has moved from the AMAT to Core Indicators during the life of the project, it should be ensured that the scope of GEF monitoring through the Core Indicators allows reporting on project outcomes</p>	Accepted	<p>The measure of using more project specific and outcome related indicators (alongside the GEF required indicators) is acknowledged and accepted and will be incorporated into the design of future projects. The GEF has already stopped using the AMAT tracking tools.</p> <p>In future GEF projects GEF-OPS will not only be invited to comment on the PIR but will be invited to all PSC meetings, national stakeholder meetings and meetings will be included during backstopping missions of the project coordinator.</p>	FAO-SLC GEF-OPS The GEF	01/07/2022	Yes

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and changes, beyond numbers, and that there is space for outcome-oriented indicators that fall without the strict scope of Core Indicators. Project-specific indicators that embrace outcomes should also be systematically developed in projects’ documents and results frameworks. Implementing agencies need to find ways to more meaningfully engage OFPs throughout the project cycle (from the development to execution to closing), reciprocally, OFPs should capitalise on their position to provide strategic guidance to projects.					
Recommendation 7. To institutional partners. CC4Fish institutional partners (governments and regional organisations) should pursue their efforts to integrate and promote the results of the project in their own programmes and outreach [Conclusions 8, 9], starting with a reflection on how to mainstream the project’s results in organizational partners’ own activities, and reaching out wider to ‘non-conventional’ fisheries	Accepted	Reaching out wider to ‘non-conventional’ fisheries project partners (beyond typical organizational partners) who are important components of the stakeholder ‘ecosystem’, such as maritime authorities (including coast guards), telecom companies, international non-fisheries organisations, private insurance providers and commercial and development banks is considered essential by FAO. It is recognized that partnerships with these non-conventional partners need to be integrated where appropriate in future projects. During the lifetime of the project this was already partly taking place (e.g. private sector insurance companies participated in the meetings on third party vessel insurance, coast guards were part of the training of trainers for SAS, telecom companies were involved in the various countries in relation to the	FAO-SLC National and regional partners (from the fisheries sector as well as other sectors (e.g. telecom)	01/07/2022	Yes

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project partners who are important components of the stakeholder 'ecosystem'.		<p>use and distribution of VHF radios). Currently FAO-SLC e.g. is also developing such such a collaboration with ITU on SAS.</p> <p>Under CC4FISH as the project is coming to a close the project can not further support this. However, in the case of future projects and ongoing projects engagements with the non-traditional stakeholders will be sought (e.g. in the aquaponics business skills training FAO under the Blue Economy project FAO is working with financiers from private banks to stimulate access to financing).</p> <p>FAO will further engage with and reflect on ways for improved mainstreaming the project's results in organizational partners' own activities, e.g., courses of CNFO's Leadership Institute. This has been partly discussed already (and provided the basis for the draft Exit Strategy) and will also be further discussed during the next (and last PSCM) to finalize the Exit Strategy. Follow up support for long term sustainability will thus be sought with the partners (national and regional). In addition, as GEF has indicated additional SCCF funds will be available in the near future, SLC will develop a concept note for a CC4FISH+ which will further allow for follow up and enhanced sustainability.</p>			

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