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WESTERN CENTRAL ATLANTIC FISHERY COMMISSION

Report of the

INCEPTION WORKSHOP FOR THE DEVELOPING ORGANIZATIONAL CAPACITY FOR ECOSYSTEM STEWARDSHIP AND LIVELIHOODS IN CARIBBEAN SMALL-SCALE FISHERIES (STEWARDFISH) PROJECT

Bridgetown, Barbados, 13–14 September 2018



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WESTERN CENTRAL ATLANTIC FISHERY COMMISSION

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PREPARATION OF THIS DOCUMENT

This document provides a summary of the presentations, discussions, conclusions and recommendations of the *Inception Workshop for the Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-scale Fisheries* (StewardFish) Project, which was convened in Bridgetown, Barbados, on 13 and 14 September 2018.

The financial contributions for the conduct of the workshop and the publication of this report by the Global Environmental Facility (GEF), under the Project (StewardFish), are gratefully acknowledged.

ABSTRACT

In 2013, countries bordering and/or located within the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+ region) adopted a 10-year Strategic Action Programme for the Sustainable Management of the Shared Living Marine Resources of the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+ SAP). The StewardFish project is aimed at implementing the CLME+ SAP within seven Caribbean countries (Antigua and Barbuda, Barbados, Belize, Guyana, Jamaica, Saint Lucia, St Vincent and the Grenadines) by empowering fisherfolk throughout fisheries value chains to engage in resource management, decision-making processes and sustainable livelihoods, with strengthened institutional support at all levels.

The Inception Workshop for the Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish) project was convened at United Nations House, in Barbados, from 13 to 14 September 2018. In attendance, were representatives of the fisheries authorities (national executing partners) from the seven project countries, five regional executing partner organizations (CANARI, CERMES-UWI, CNFO, CRFM, WECAFC), fisherfolk leaders from national fisherfolk organizations/lead primary fisherfolk organizations in the project countries as well as representatives from other fisheries-related national and regional agencies. The overall objective of the workshop was to bring together key partners and stakeholders who would be involved in the delivery of the project to ensure that there was a common understanding of the project objectives, components, outcomes, outputs and planned activities as well as the roles and responsibilities of all partners.

Achievements of the workshop included (i) review and agreement on the project institutional and implementation arrangements; (ii) review and agreement on the project components, outcomes, outputs and planned activities and the results matrix; (iii) review and adjustments to country work plans; (iv) mapping out of the LOAs; and (iv) review and agreement on the monitoring and evaluation mechanism.

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ABBREVIATIONS AND ACRONYMS

AWP/B	Annual Work Plan and Budget
BH	Budget Holder
CANARI	Caribbean Natural Resources Institute
CARICOM	Caribbean Community
CC4FISH	Climate Change Adaptation in the Eastern Caribbean Fisheries Sector project
CCCFP	Caribbean Community Common Fisheries Policy
CERMES - UWI	Centre for Resource Management and Environmental Studies of The University of the West Indies
CIRP	Caribbean ICT Research Programme
CLME+	Caribbean and North Brazil Shelf Large Marine Ecosystems
CLME+ SAP	Strategic Action Programme for the Sustainable Management of the Shared Living Marine Resources of the Caribbean and North Brazil Shelf Large Marine Ecosystems
CNFO	Caribbean Network of Fisherfolk Organisations
CRFM	Caribbean Regional Fisheries Mechanism
EAF	Ecosystem Approach to Fisheries
FAC	Fisheries Advisory Committee
FAO	Food and Agriculture Organization of the United Nations
FAD	Fish Aggregating Device
FEWER	Fisheries Early Warning Emergency Response
FFO	Fisherfolk Organisation
GEF	Global Environmental Facility
ICT	Information and Communications Technology
LoA	Letter of Agreement
LTO	Lead Technical Officer
NIC	National Inter-sectoral Coordination Mechanism
NFO	National Fisherfolk Organisation
PFO	Primary Fisherfolk Organisation
RPC	Regional Project Coordinator
RPSC	Regional Project Steering Committee
SDG	Sustainable Development Goal
SIDS	Small Island Developing States
SSF	Small-Scale Fisheries
WECAFC	Western Central Atlantic Fishery Commission

INTRODUCTION

1. The fisheries sector is an important driver of economies in the Caribbean region, and healthy fish stocks are vitally important for the sustainability of coastal communities and rural livelihoods. All the countries exploit fisheries resources in their waters, and some beyond. The fishing fleets and fishing gears used in marine capture fisheries are predominantly small-scale. Fishers operate from landing sites that range from undeveloped beaches, where vessels can be hauled or shallow areas where boats can be safely tied or moored, to multi-million dollar fishing facilities with processing areas and cold storage.

2. In the Caribbean Community (CARICOM) region, the fisheries sector provides at least 117 000 people with direct employment in small-scale fisheries and aquaculture, and indirect employment for an estimated 400 000 (particularly women)¹ who are involved in fish processing, marketing, boat construction, net repairs, and other support services. Given the informality of fisheries livelihoods, these estimates and their contribution to societies and economies are higher when seasonal and part time work is included.

3. In 2013, countries bordering and/or located within the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+ region) adopted a 10-year Strategic Action Programme for the Sustainable Management of the Shared Living Marine Resources of the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+ SAP). The CLME+ SAP consists of 77 priority actions structured under 6 Strategies and 4 Sub-strategies. SAP strategies 1-3, with a focus on governance, are cross-cutting, while strategies 4–6 tackle the three main marine ecosystems (reef, pelagic and continental shelf) in the CLME+ region. The CLME+ SAP aims to contribute to the achievement of the regionally adopted long-term vision of “a healthy marine environment in the CLME+ that provides benefits and livelihoods for the well-being of the people of the region.”

4. The CLME+ SAP regional and sub-regional attention to transboundary institutional arrangements is necessary, but not sufficient, to address the three transboundary threats of unsustainable fisheries, habitat degradation and pollution at all levels of governance. The dense mosaic of marine jurisdictions, and mobility of fisheries resources and people, also demand the engagement of national and local level, state and non-state, actors to address these threats, and to build resilience in these fisheries socio- ecological systems.

5. The seven countries (Antigua and Barbuda, Barbados, Belize, Guyana, Jamaica, Saint Lucia, St Vincent and the Grenadines) participating in the *Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries* (StewardFish) project are small island developing states (SIDS). These members of the Caribbean Regional Fisheries Mechanism (CRFM) and Western Central Atlantic Fishery Commission (WECAFC) are diverse, but share many similar socio-economic characteristics and challenges of sustainable development, such as relatively small but growing populations; limited natural resource endowments that are fragile; vulnerability to natural disasters; and high dependence on international trade and external support for sustainable fisheries development. They also face difficulties associated with the sustainable development of fisheries, including insufficient financial resources and human capacity in state institutions; and inadequate organizational, financial and technical capacity among non-state actors, such as fisherfolk, along the value chain to engage meaningfully in governance and management.

6. In an effort to address these issues, the StewardFish project is aimed at implementing the CLME+ SAP within these seven countries by empowering fisherfolk throughout fisheries value chains to engage in resource management, decision-making processes and sustainable livelihoods,

¹ Project Document - Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish) project.

with strengthened institutional support at all levels. The project will address CLME+ SAP strategies 1–3 in order to ensure better engagement of state and non-state actors in the fisheries sector in the implementation of the CLME+ SAP.

WELCOME REMARKS AND OPENING OF THE WORKSHOP

7. The *Inception Workshop for the Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish)* project was convened at United Nations House, in Christ Church, Barbados, from 13 to 14 September 2018. In attendance at the workshop, were representatives of the fisheries authorities (national executing partners) from the seven project countries and five regional executing partner organizations (Caribbean Natural Resources Institute [CANARI], Caribbean Network of Fisherfolk Organizations [CNFO], Centre for Resource Management and Environmental Studies of The University of the West Indies [CERMES-UWI], Caribbean Regional Fisheries Mechanism, Western Central Atlantic Fishery Commission). Also, in attendance, were fisherfolk leaders from national fisherfolk organizations (NFOs)/lead primary fisherfolk organizations (PFOs) in the project countries as well as representatives from the Coastal Zone Management Unit, Ministry of Maritime Affairs and The Blue Economy, Barbados; Cooperatives Department, Ministry of Small Business, Entrepreneurship and Commerce, Barbados; Institute for Gender and Development Studies – Nita Barrow Unit, and Department of Government, Sociology and Social Work - Social Work Unit, University of the West Indies, Cave Hill; Faculty of Engineering – Systems Group, University of the West Indies, St Augustine; FAO Rome and the FAO Sub-regional Office for the Caribbean. The participants list is included at Appendix 1.

8. Ms Lystra Fletcher-Paul, FAO Subregional Coordinator for the Caribbean, gave the opening remarks at the workshop. Ms Fletcher-Paul pointed out that small-scale fisheries serve as an economic and social engine, providing food and nutrition security, employment and other multiplier effects to local economies while underpinning the livelihoods of riparian communities. She noted that in the CARICOM region fisheries contributed significantly to ecosystem-based livelihoods and poverty alleviation. She recognised the 10-year CLME+ SAP and the need for national and local levels, state and non-state actors' engagement to address the three critical transboundary threats and build resilience in the fisheries socio-ecological systems.

9. Ms Fletcher-Paul also acknowledged the difficulties that the seven project countries were facing in relation to the governance and management of their fisheries, and the role that the StewardFish project could play in implementing the CLME+ SAP within these countries by empowering fisherfolk throughout the fisheries value chains to engage in the resource management, decision-making processes and sustainable livelihoods, with strengthened institutional support at all levels.

10. In addition, she noted that the project would be contributing to the achievement of FAO's Strategic Objectives 2 - Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner; 3 - Reduce rural poverty; and 5 - Increase the resilience of livelihoods to threats and crises. It would also contribute to achieving Sustainable Development Goal (SDG) 14, which is aimed at conserving and sustainably using the oceans, seas and marine resources for sustainable development.

11. In closing, Ms Fletcher-Paul indicated that the workshop had been convened with key partners and stakeholders involved in the delivery of the project to ensure that, over the two day period, they would be able to achieve a common understanding of the project objectives, components, outcomes, outputs and planned activities, as well as the roles and responsibilities of all partners. A copy of the Opening Remarks is included at Appendix 2.

OVERVIEW OF WORKSHOP OBJECTIVE AND EXPECTED OUTPUTS

12. Ms Yvette Diei Ouadi, FAO Fisheries and Aquaculture Officer/Secretary of WECAFC, provided an overview of the objectives and expected outputs from the workshop. In her introduction, she highlighted the commonalities in socio-economic characteristics and sustainable development challenges facing the seven project countries, including the difficulties associated with achieving sustainable fisheries development. She indicated that the StewardFish project would seek to empower fisherfolk and their organizations to better participate in the governance and management of the shared living marine resources in the CLME+ region in order to improve their livelihood opportunities.

13. In terms of the overall objective of the workshop, she pointed out that it was to bring together key partners and stakeholders who would be involved in the delivery of the project to ensure that there was a common understanding of the project objectives, components, outcomes, outputs and planned activities as well as the roles and responsibilities of all partners. The specific objectives were to review and agree on the project work plan and annual work plan and budgets; results matrix; monitoring and evaluation mechanism and procurement plan. She pointed out that the approach to delivering the workshop would be participatory and interactive, involving plenary presentations and discussions and small group work, while seeking to draw on participants' knowledge and experiences on the topics being addressed. The main outputs of the workshop would be the StewardFish Inception Workshop report and enhanced capacity/knowledge imparted. The StewardFish Inception workshop agenda is provided in Appendix 3.

Discussion

14. Based on a concern regarding the need to engage early in project planning and delivery with fisherfolk (especially women) as the main beneficiaries, so as to better address their issues, it was noted that fisherfolk leaders from the NFOs/lead PFOs of the seven project countries and the CNFO were consulted during project preparation, and they were participating in the workshop. It was indicated that during project implementation, fisherfolk participation would be enhanced by project activities at the national level. It was also pointed out that the fisherfolk leaders present would be expected to share the information coming out of the workshop with their various constituents, in order to achieve buy-in and participation in project delivery at the national level.

15. The workshop was informed that the CRFM Forum and Ministerial Council had recommended and endorsed, respectively, a Small-Scale Fisheries protocol, under the Caribbean Community Common Fisheries Policy (CCCFP), which espoused entirely the principles and standards of the Small-Scale Fisheries Guidelines (SSF Guidelines), including gender equality. The Forum had also signed off on a Draft CRFM Policy on Mainstreaming Decent Work and Gender Considerations into Fisheries and Aquaculture. However, this policy instrument was not endorsed by the subsequent Ministerial Council meeting. As such, there had been need for continued discussion at all levels to prepare a stronger argument on the importance of gender and youth mainstreaming in fisheries planning and management. The policy document was revised, with the intention to reopen discussions at the next Special Meeting of the Ministerial Council in October 2018.²

² In October 2018, coming out of the discussion on the revised Draft CRFM Policy on Mainstreaming Decent Work and Gender Considerations into Fisheries and Aquaculture, the 8th Special Meeting of the Ministerial Council agreed upon the following policy statement: "The Council accepted that international and national norms regarding issues pertaining to gender, youth, and decent work be adhered to, and be incorporated into all CRFM policies, protocols, programmes, and plans."

OVERVIEW OF THE PROJECT [COMPONENTS, OUTCOMES, OUTPUTS AND BUDGET] AND RESULTS MATRIX

16. Mr Terrence Phillips, Regional Project Coordinator, StewardFish, gave an overview of the StewardFish project, while Mr Patrick McConney, Director, UWI-CERMES, addressed the results matrix.

17. In his presentation, the RPC provided an overview of the development of the CLME+ SAP to address the three transboundary issues (unsustainable fisheries, habitat degradation and pollution) and the cross-cutting issues of climate and societal change. He also indicated that there were many initiatives addressing the three threats, while engaging management authorities and other stakeholders in the process, with some of these initiatives being:

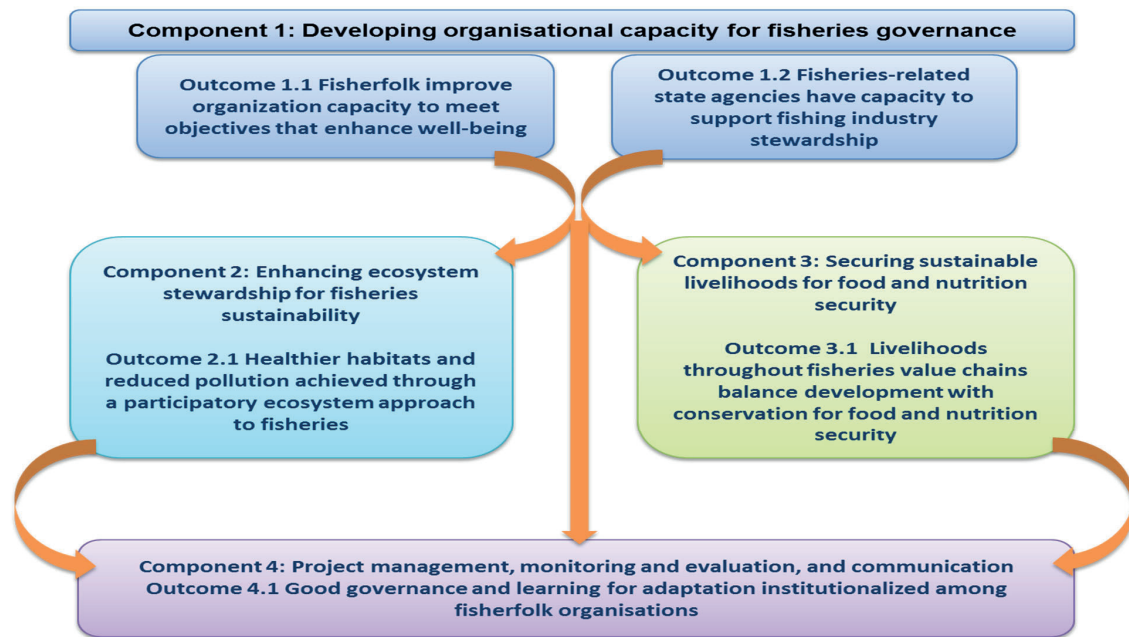
- *Catalysing Implementation of the Strategic Action Programme for the Sustainable Management of shared Living Marine Resources in the Caribbean and North Brazil Shelf Large Marine Ecosystems* project (CLME+ Project, 2015–2019);
- *CLME+ Shrimp and GroundFish* sub-project (under the CLME+ Project);
- *CLME+ Flyingfish Fishery Management* sub-project (under the CLME+ Project);
- *Sustainable Management of Bycatch in Latin America and Caribbean Trawl Fisheries* project (REBYC-II LAC, 2015–2020); and
- *Climate Change Adaptation in the Eastern Caribbean Fisheries Sector* project (CC4FISH, 2016- 2020).

18. However, he noted that there were still critical barriers that required urgent attention, such as:

- Limited capacity of regional and national fisherfolk organizations to achieve objectives aligned with fisheries policies and plans
- Fisheries-related state agencies at national and local levels lack the appropriate capacity to support fishing industry institutions and stewardship
- Fisherfolk do not or cannot lead ecosystem stewardship practices for fisheries sustainability
- Sustainable fisheries livelihood strategies do not benefit from systematic learning from experience and compilation of best practices for use in interventions
- Fisherfolk are removed from project monitoring and evaluation (M&E) as a technical rather than a participatory undertaking, and this constrains their learning for adaptation.

19. With these barriers in mind, the StewardFish project was developed to implement the CLME+ SAP within the seven CRFM Member States by empowering fisherfolk throughout fisheries value chains to engage in resource management, decision-making processes and sustainable livelihoods, with strengthened institutional support at all levels. It was pointed out that project activities would be guided by the principles of an ecosystem approach to fisheries (EAF) and seek to support women's empowerment through leadership as well as to promote the importance of social protection for sustainable livelihoods. He summarised the project framework as set out in Figure 1.

Figure 1: StewardFish Project Framework



20. In addressing the Results Matrix, Mr McConney reviewed the four components of the project framework (see Figure 1) in detail to the level of activities. Participants, who had previously reviewed the Project Document (ProDoc), were reminded of the reasoning behind each activity and the ways in which they were linked to each other, as well as to regional and national initiatives. There was consensus that no changes were required. The presentation is set out at Appendix 4.

Discussion

21. During the discussion, it was indicated that the target fisherfolk organizations and fisheries-related enabling agencies for activities under Component 1 would be identified on a country-by-country basis. In so doing, it was pointed out that to effect meaningful change, the project would have to engage with other sectors and lead agencies, such as the tourism sector, and agencies responsible for environment and economic development. In addition, it was indicated that the target audience in fisherfolk organizations should not only be the existing leadership, but potential and future leaders.

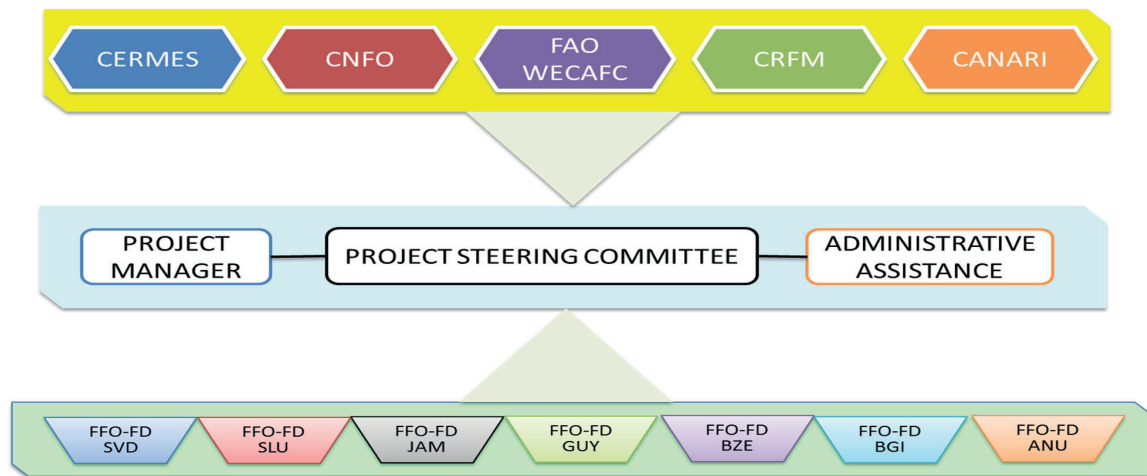
22. With regard to the integration of gender into the entire project, it was indicated that the Institute for Gender and Development Studies – Nita Barrow Unit, and Department of Government, Sociology and Social Work - Social Work Unit, University of the West Indies, could provide guidance as to how this level of integration could be achieved. It was also noted that for Global Environment Facility (GEF) reporting everything has to be gender or sex disaggregated.

OVERVIEW OF THE STEWARDFISH PROJECT AND STRUCTURE

Institutional and implementation arrangements

23. The Regional Project Coordinator, StewardFish, gave an overview of the project institutional and implementation arrangements as set out in Figure 2 below.

Figure 2: Project implementation structure highlighting fisherfolk organization–fisheries division (FFO-FD) collaboration in national activities with the regional implementing partners



24. He pointed out that the Regional Project Steering Committee (RPSC) is comprised of CANARI, CERMES-UWI, CNFO, CRFM, Fisheries Divisions/Departments (FDs), Fisherfolk Organizations (FFOs) and FAO, which endorses work plans, annual budgets, and progress reports provided by FAO, with the assistance of the project partnership and RPC. The main functions of the RPSC are to:

- Review and agree on the project’s strategy and methodology as submitted by the regional project coordinator as well as changes and modifications as a result of its application in the field
- Monitor and support the RPC in the successful implementation of the project’s four components
- Coordinate and manage, through institutional means, in-kind and/or in-cash contributions by each participating institution of the project, as well as other funding sources in keeping with project objectives
- Convene and organize meetings with the various participants in the project.

25. The RPC further noted that the regional executing partner organizations would provide technical assistance, while working in close collaboration with other project partners, including FDs, FFOs and other resource users. It is expected that the national executing partners (FDs) would work in close collaboration with FFOs and other fisheries related stakeholders through National Intersectoral Coordination Mechanisms (NICs)/Fisheries Advisory Committees (FACs) or equivalent bodies in each country to coordinate the implementation of national project activities. The head of the fisheries department/division would serve as the National Project Director (NPD). As requested by the Governments of the seven project countries, FAO would be the executing agency for GEF resources, including financial management and procurement of goods and services according to FAO rules and procedures. The role of FAO during project implementation is set out in Figure 3.

Figure 3: Role of FAO in project implementation

Oversee	Provide	Administer	Provide	Provide	Conduct	Report
Oversee project implementation in accordance with the project document, work plans, budgets, agreements with co-financiers and the rules and procedures of FAO	Provide technical guidance to ensure that appropriate technical quality is applied to all activities concerned	Administer funds from GEF in accordance with the rules and procedures of FAO, and the agreement between FAO and the GEF Trustee	Provide procurement services and financial management services for GEF resources	Provide semi-annual reports to the RPSC, including a financial statement of project expenditures	Conduct at least one supervision mission per year	Report to the GEF Secretariat and Evaluation Office, through the annual Project Implementation Review, on project progress and provide financial reports to the GEF trustees

Project budget and procurement

Trustee

26. Ms Lorenza Zagarese, FAO International Administrative Officer, provided an overview of the role of the FAO Sub-regional Office for the Caribbean (FAOSLC) as the Budget Holder (BH). She pointed out that the BH is ultimately responsible for project implementation and control. The BH is held accountable for procurement, administrative matters, operational matters, budget, financial and day-to-day management, human resources, travel, contracts and Letters of Agreements (LoAs). In her presentation, she focused on procurement for goods and services, covering such areas as procurement planning, procurement methods, logistics and payments. Under these topics, she highlighted the separation of duties between programme and administration to ensure adequate internal controls, transparency and accountability. She also provided some insight into the roles and functions of the various units (requester [programme], buyer [administration], operations and finance) in the procurement process, including the procurement plan; procurement methods (normally competitive); procurement actions; and receipts and payments.

Discussion

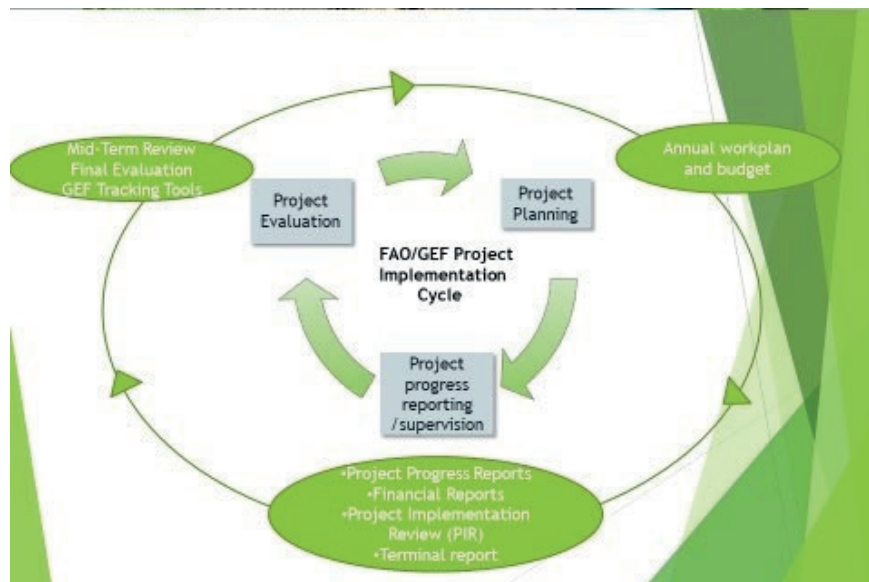
27. Based on queries about the length of time taken to procure goods and services and the likely changes in prices during that period, participants were advised that the procurement process could take some time due to the need to ensure that there were adequate checks and balances in the system to facilitate accountability. As such, quotations for goods and services should be for a sufficient period to avoid changes in prices during the processing and approval period. It was recognised that in some countries there may be a limited number of suppliers for the goods and services required, and that some suppliers may be reluctant to provide quotations on a regular basis, if they were of the view that they would not be called upon to provide the goods and services.

Project monitoring, co-financing and reporting

28. Ms Valeria Gonzalez Riggio, Natural Resources Officer (NRO), FAO-GEF Coordination Unit, Climate and Environment Division, Climate and Biodiversity Department, gave a presentation on project monitoring, evaluation, reporting and co-financing. She pointed out that project planning, supervision and reporting is based on Results Based Management (RBM), and is linked to the Project Results Framework (PRF), as defined in the donor agreement (Project Document). A project is only considered successful if the planned results can be achieved.

29. In her presentation, the NRO provided an overview of the Project Implementation Cycle - Supervision and Reporting (shown in Figure 4), which involves project planning (development of the annual work plan and budget [AWP/B]); project progress reporting/supervision (preparation of Project Progress Reports [PPRs], Financial Reports, Project Implementation Review [PIR], Terminal report) and project evaluation (conducting a Mid-Term Review [MTR] and Final Evaluation).

Figure 4: Project Implementation Cycle: Supervision and Reporting



30. The NRO explained the process for the preparation, review and approval of an outcome-based AWP/B, and the roles of the RPC, BH and RPSC in the process. In like manner, she provided an overview of the project performance assessment process and the resulting reports, with these being the PPRs, PIR, and Terminal Report, setting out the roles of the RPC, BH, Lead Technical Officer (LTO), FAO GEF Unit and RPSC in the preparation, review and approval of the respective reports and the timeframe for each.

31. In terms of financial reporting, it was pointed out that co-financing reports are included as part of the PIR, and that budget revisions were the responsibility of the BH, assisted by the RPC, with these being done once a year.

32. For project evaluation, the NRO pointed out that there would be a MTR after one and a half years of project implementation, with a Final Evaluation three months prior to the terminal review meeting of project partners. The Terms of Reference (TOR) for the Final Evaluation team (one international and one national consultant), which is the responsibility of FAO Independent Office of Evaluation, would be prepared in close consultation with the RPC, BH and LTO. The TOR and subsequent report would be reviewed by the project partners.

COORDINATION WITH PARTNERS AND RELATED INITIATIVES AT THE REGIONAL AND NATIONAL LEVELS

33. The RPC indicated that this session would be conducted as a working group exercise, involving three working groups, with each group having a chair and rapporteur. Based on the projects and initiatives previously identified by the FDs-FFOs in their respective “StewardFish related projects and initiatives” templates, each group was requested to identify the top three projects and initiatives that would contribute to the achievement of the outcomes and outputs under the four components of StewardFish as well as indicate how the outcomes and outputs under these components of StewardFish would contribute to the achievement of the goals and objectives of the identified projects and initiatives.

Plenary presentations and discussion

34. Following on the working group session, each group reported in plenary as set out below.

Group 1: representatives from CANARI, Jamaica, Saint Lucia and Saint Vincent and the Grenadines

35. The group indicated that they had scaled down the assignment to the national level, with the projects and discussion as follows:

- A Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) funded *Caribbean Aqua- Terrestrial Solutions* (CATS) project and a Caribbean Community Climate Change Centre (CCCCC) project, which are focused on ridge to reef (R2R) and marine protected area (MPA) initiatives. The R2R project is focused on fishers and farmers, and is seeking to set up MPAs in order improve livelihoods, while showing how farmers and fishers can work together. The CCCCC project is dealing with land-based sources of pollution.
- Japan International Cooperation Agency (JICA) funded Caribbean Fisheries Co-management (CARIFICO) project, which was aimed at developing and implementing fisheries co-management approaches in six Eastern Caribbean pilot countries. It promoted the use of fish aggregating devices (FADs) to catch various pelagic species.
- United States Agency for International Development (USAID) project dealing with alternative livelihoods for fishers within MPAs, and promoting quality assurance in fisheries through provision of ice boxes.

Group 2: representatives from Coastal Zone Management Unit (CZMU), Barbados, UWI-CIRP, CNFO, Antigua and Barbuda

36. The group looked at different projects being implemented in the region and in their respective countries and the ways in which synergies could be created with StewardFish, with these projects being:

- *CLME+ Project - Flyingfish Fishery Management* sub-project
- CC4FISH project – in which component 2 is seeking to provide stakeholders with a better understanding of ecosystems, and promoting EAF
- A project being developed to enhance Barbadian fisherfolk resilience to climate change (mirroring the CC4FISH project), but there were some challenges in getting fisherfolk participation.

37. Based on the challenges identified with the latter project, it was indicated that StewardFish should seek to improve fisherfolk participation by putting value on and compensating them for their time and input. The knowledge and expertise of fishers should be recognized and they should be compensated accordingly. However, it was proposed that in such instances, they should be treated like consultants and be expected to deliver quality services/outputs in a timely manner.

Group 3: representatives from Fisheries Division, Barbados, BARNUFO, Belize, Guyana and UWI- CERMES

38. The group looked at projects and initiatives that were taking place in each participant's country and suggested the alignment with StewardFish as follows:

Barbados (BARNUFO):

- Conducted an annual training programme for fisherfolk in financial management, record-keeping, navigation and safety, fish handling. Stewardfish alignment: contributing to Outcome 1.1 and Component 3.
- Establishment of a new governance committee in BARNUFO to discuss issues.
- Demonstration of fish leather product development. StewardFish alignment: Component 3 - value chain and livelihoods.

Belize:

- World Bank funded *Marine Conservation and Climate Change Adaptation* project which is aimed at building the capacity of fishers to diversify into other commercial fisheries, in order to reduce fishing pressure on current fisheries and provide alternative livelihoods. StewardFish alignment: Outcome 1.1. Also, building the capacity of women fisherfolk in entrepreneurship. StewardFish alignment: Outcome 1.1.

Guyana:

- World Wildlife Fund (WWF) marine spatial planning project. StewardFish alignment: Outcome
- 2.1. This project was facing implementation challenges.
- CLME+ Project - Shrimp and Groundfish sub-project. StewardFish alignment: Outcomes 1.1 and Component 2

Barbados Fisheries Division

- Conducting capacity building, and promotion of catch recording and reporting to contribute to management and stewardship
- Intend to form advisory councils for individual fisheries (sea egg, pelagic, etc.)
- FAO World Bank *Caribbean Billfish* project.

Barbados Coastal Zone Management Unit:

- Undertaking marine management area (MMA) designation, and establishing institutional arrangements for management. StewardFish alignment: Training fisherfolk in EAF under Component 2 would be of benefit during stakeholder engagement on a new marine management area in the south of the island
- Undertaking coral transplantation to support habitat restoration and service function. StewardFish alignment: Component 2.

39. During the general discussion that followed the group presentation, it was noted that in relation to social protection, Guyana has embarked on efforts to get fishers registered in the national insurance scheme, though some challenges are being experienced with fishers making their contributing to the scheme. The example from Guyana, and one from Antigua and Barbuda, which linked the granting of fishing licenses to social security contributions, were identified as potential best practices worth monitoring.

40. The Nature Conservancy (TNC) *Climate-Resilient Eastern Caribbean Marine Managed Areas Network* (ECMMAN), and Europe Union (EU) funded *Strengthening Caribbean Fisherfolk to Participate in Governance* projects were identified as successful regional projects that StewardFish should build upon and capture lessons learned.

41. Concern was expressed about the negative manner in which fisherfolk and careers in fisheries were perceived among youth, with it being suggested that more effort should be made to promote fisheries in a positive manner for providing career opportunities among youth. It was pointed out that awareness building about the importance of the fishing industry should be done in the education system all the way to the tertiary level.

DEVELOPMENT OF A THEORY OF CHANGE ON THE CLIMATE CHANGE AND POVERTY NEXUS IN THE CONTEXT OF COASTAL COMMUNITIES, COASTAL AREAS AND SIDS

42. Ms Daniela Kalikoski, FAO Fishery Industry Officer and Advisor FAO's Strategic Programme on Reducing Rural Poverty, gave a presentation on the work being developed in collaboration with Saint Mary's University, which is aimed at developing a theory of change on the nexus between climate change and poverty to support countries to reduce the exposure and vulnerability of the poor and most vulnerable to climate change and natural disasters in the context of coastal communities, coastal areas and SIDS. These areas are likely to face increased vulnerability to shocks and stresses, if their adaptive capacities and ecosystem services are eroded. Such capacities and services are critical to their lives and livelihoods, income, food security, improved nutrition, poverty reduction and export earnings generation.

43. In her presentation, Ms Kalikoski explained the need for greater integration to address the complex, interrelated problems of climate change and poverty, and emphasized that this is recognized in a number of high-level frameworks, including the United Nations 2030 Agenda, 2015 Paris Agreement (21st UNFCCC), 2015 Sendai Framework for Disaster Risk Reduction 2015–2030, 2015 Addis Ababa Action Agenda (financing for development) and the Koronivia Joint Work on Agriculture. She further pointed out that while links between climate and poverty impacts (and related hunger and food insecurity) are widely recognized, links between responses to climate change and responses to poverty are much less well addressed. Policies and actions at the interface of the climate change, development and humanitarian agendas, if not appropriately designed and implemented, may have unintended negative impacts such as contributing to increasing inequalities, poverty and food insecurity, and result in less efficient climate adaptation/resilience and mitigation responses, and unsustainability.

44. The presentation was aimed at informing participants of this on-going work as well as to trigger a discussion on the importance of bringing the climate change and development agendas together, especially for poor and vulnerable groups with agriculture-based livelihoods. At a national level, this is crucial when designing and implementing Nationally Determined Contributions (NDCs), long-term National Adaptation Plans (NAPs), shorter-term National Adaptation Programmes of Action (NAPAs), and national disaster risk reduction/management and resilience plans. It is also key for the design and implementation of National Development Strategies, Poverty Reduction Plans and associated work towards achieving Sustainable Development Goals (SDGs), with particular emphasis to SDGs 1 (No Poverty), 2 (Zero Hunger), 13 (Climate Action), and 14 (Life Under Water), and leaving no one behind.

45. She further noted that the work under development focuses on: (i) how the climate change and poverty nexus should be understood and addressed; (ii) the strategic support needed for FAO and its member countries to guide the interface between the climate and development agendas; (iii) how to support the mainstreaming of rural poverty reduction in the climate change agenda; (iv) how to support the mainstreaming of climate change in rural poverty eradication strategies; and (v) how to avoid that climate preparedness and responses increase inequalities and food insecurity. She concluded by saying that ensuring that climate responses are pro-poor and appropriately targeted to address the needs of vulnerable and marginalized groups and communities is an essential part of increasing their climate resilience.

Discussion

46. During the discussion, in response to a query about the relevance to the region of the work being done on the Theory of Change by St Mary's University, Halifax, it was mentioned that a draft document had been prepared which framed the problem and defined a number of pathways, which included a development agenda, synergies and thresholds, governance and institutions, etc. The next steps included further development of the draft document and, in particular, its relevance to SIDs. It was also mentioned that some resources would be available for FAOSLC to look at preparedness and policies regarding climate change-poverty nexus, and that discussion with potential countries in the region will take place when resources are made available to start the work.

47. Under this topic, the importance of the FAO Small-scale Fisheries Guidelines (SSF Guidelines) in the implementation of the StewardFish project was emphasised. It was also pointed out that in May 2018, the CRFM Ministerial Council adopted a protocol on securing small-scale fisheries, which leveraged the SSF Guidelines, under the CCCFP. Regarding climate change and resilience building, in light of 2017 hurricane impacts, it was pointed out that the discussion and urgency have been elevated at the regional level, underscoring the importance of initiatives such as CC4FISH.

STEWARDFISH ANNUAL WORK PLAN AND BUDGET

48. The Regional Project Coordinator, StewardFish, made a presentation on the StewardFish Work Plan and Budget, using an Excel spreadsheet covering a three-year period July 2018 – June 2021, and another for a year and a half, July 2018–December 2019 (up to the Mid-term Review). In the presentation for each Work Plan, he covered the actions that would take place during the respective timeframes to contribute to the achievement of the set outputs and outcomes under the four project components. The budgets to the outcome level under each component were included. He also identified the potential regional partner organization that would be responsible for leading and/or co-leading on each action based on their areas of expertise, experience and interest. The work plans, including an updated country column in each Excel sheet indicating in which activities each country will be engaged, are set out at Appendices 5 a and 5 b.

PREPARATION OF ANNUAL WORK PLANS AND BUDGETS BY NATIONAL AND REGIONAL EXECUTING PARTNERS

49. Following on the presentation on the three year and one and a half year work plans, and based on their identification of issues affecting fisherfolk organizations and enabling institutions (with references to past studies/reports), countries (FD-FFO teams) were asked to prepare their respective three year and one and a half year work plans in relation to the four components of the project and the underlying outcomes, outputs and actions. In turn, the regional executing partners were requested to interact with the country teams and discuss with them the likely approaches, in the areas for which they had been identified as potential lead/co-lead, to address the issues identified.

COUNTRY PRESENTATIONS- WORK PLANS

Antigua and Barbuda

50. Mr Jamie Herbert, Fisheries Officer, Fisheries Division, Ministry of Agriculture, Lands, Fisheries and Barbuda Affairs, made the presentation for Antigua and Barbuda. During the presentation, he provided information on the country's fisheries sector, including the importance of the sector, description of the fisheries, such as the types of fisheries, fishing gear, number of registered fisherfolk and vessels; and the governance arrangements. He also outlined issues affecting the fisheries sector and fisherfolk organizations relative to the four main components of the StewardFish project. The information on the fisheries sector and issues mentioned are set out in Table 1 below.

Table 1: Background information on the fisheries sector of Antigua and Barbuda, and key governance, organisational and livelihood issues

Importance of the fishery	
Contribution to GDP (2015)	0.98 percent
Production (MT) (2015)	3 164.6
Production (USD) (2015)	14.4 million
Estimated per capita fish consumption (kg)	55.1
Description of the fishery	
Types of fisheries	Demersal and pelagic
Types of fishing activities/gear	Longlines, fish traps, nets, scuba and handlines
Number of registered fisherfolk (2015)	1 894
Number of registered vessels (2015)	332
Governance arrangements	
National inter-sectoral coordination mechanism	Fisheries Act makes provision for a FAC
Lead fisheries resource management authority	Fisheries Division
National and primary fisherfolk organisations	1 NFO and 3 PFOs
Key governance, organisational and livelihood issues	
Limited opportunity for stakeholders to formally engage in governance due to absence of a FAC	
Inadequate capacity of the Fisheries Division to manage the governance process due to limited human resources and a comprehensive mandate	
Inadequate outreach of the NFO across the country.	
Insufficient collaboration among the various fisherfolk organisations	
Poor governance and administrative structures within the fisherfolk organisations	
Inadequate knowledge of and capacity to deal with non-fishery impact on ecosystems	
Inadequate capacity of FFOs to effectively engage in ecosystem based management	
Inadequate packaging of information on EAF to create awareness and educate fisherfolk	
Limited access to financing for micro-enterprise development	
Negative impact of high imports of seafood on the development of the national fisheries sector	
Insufficient diversification of the fisheries sector due to consumer preferences for certain species of fish e.g. demersal and imported fish	
Prohibitive cost of producing local seafood products versus low prices for imported seafood e.g. fish imported from South America	

51. Finally, he provided a list of activities intended to contribute to the resolution of the issues under the four main components and their respective outcomes and outputs of the StewardFish Project, which are set out in Table 2 below.

Table 2: Project work plan activities for Antigua and Barbuda

Component/Outcome/Output	Activities
Component 1: Developing organisational capacity for fisheries governance	
Outcome 1.1: Fisherfolk have improved their organization capacity to meet objectives that enhance well-being	
Output 1.1.1: Leaders with strengthened capacity in management, administration, planning sustainable finance, leadership and other operational skills	1.1.1.1: Determine the priority training needs and delivery mechanisms shared by FFO
	1.1.1.2: Develop practical training packages, including exchanges, to cover priorities
	1.1.1.3: Deliver training, network capacity builders with NFOs to form a CNFO 'leadership institute'
	1.1.1.4: Conduct pilot projects for FFO management documenting lessons learned and best practices
Output 1.1.2: Information and communication technologies (ICT) used for good governance	1.1.2.1: Analyse NFO capacity in ICT and share exemplary best practices
	1.1.2.2: Provide hardware and software to NFO requiring ICT
	1.1.2.3: Develop ICT best practices for NFOs, along with ICT training to meet NFO proficiency standards
Output 1.1.3: Capacity for policy engagement, and of women as leaders, is strengthened	1.1.3.1: Conduct national workshops to improve NFO engagement in fisheries policy
Outcome 1.2: Fisheries-related state agencies have capacity to support fishing industry stewardship	
Output 1.2.1: State agency implementation gaps assessed regarding support for fisherfolk organizations and their role in stewardship	1.2.1.1 Conduct institutional analysis and organizational assessment in key fisheries-related state agencies in the country and recommend priority improvement
Output 1.2.2: State agency prioritization capacity developed to support fisherfolk organizations and roles in stewardshi	1.2.2.1 Undertake pilot projects to address priority implementation gaps and adapt current practices
Component 2: Enhancing ecosystem stewardship for fisheries sustainability	
Outcome 2.1: Increased participatory Ecosystem Approach to Fisheries (EAF) application with focus on healthier habitats and pollution reduction	
Output 2.1.2 Fisherfolks successfully applying EAF - supported by greater general public awareness of EAF	2.1.2.1 Train fisherfolk in specific EAF-based plans, providing gear, technology and skills to change their practices where required
	2.1.2.3 Use social media and low-cost communication to increase public awareness of EAF practices
Component 3: Securing sustainable livelihoods for food and nutrition security	
Outcome 3.1: Livelihoods throughout fisheries value chains balance development with conservation for food and nutrition security	
Output 3.1.1: Schemes for sustainable fisheries livelihoods reviewed in order to learn from them and adapt future activities	3.1.1.1 Compile and analyse data and information from livelihoods and socio-economic projects in order to learn from fisherfolk perspectives
	3.1.1.2 Prepare and communicate best practices based on the results of the livelihoods projects analyses

Component/Outcome/Output	Activities
	3.1.1.3 Create profiles for fisheries livelihoods to integrate into training for fisherfolk implementation of EAF
Output 3.1.2: Use of local fish in healthy diets promoted through public policies and private enterprises	3.1.2.1 Analyse fisheries value chains and opportunities for new marketing and distribution seafood products that improve nutrition
	3.1.2.2 Examine public policy and private sector purchasing practices of seafood to improve consumption and intra-regional trade
Component 4: Project management, monitoring and evaluation, and communication	
Outcome 4.1: Good governance and learning for adaptation institutionalized among fisherfolk organisations	
Output 4.1.1: Improved results and learning through fisherfolk participatory monitoring and evaluation	4.1.1.1 Hold quarterly meeting of NICs, such as FAC, or the NFO and fisheries authority at which StewardFish review is on the agenda in each country and share the PM&E findings regionally
Output 4.1.2: Annual project participant conferences, web site outputs and best practice guidelines for fisherfolk-centred PM&E based on learning-by-doing	4.1.2.1 Integrate the lessons learned into best practice guidelines and the products of CLME+ IW:LEARN etc.
Output 4.1.3: Project Mid-Term Review and Final Evaluation	4.1.3.1 Undertake mid-term review
	4.1.3.2 Undertake final evaluations

Barbados

52. Mr Christopher Parker, Fisheries Biologist, Fisheries Division, Ministry of Maritime Affairs and The Blue Economy, made the presentation for Barbados. In his presentation, he provided information on the importance of the fisheries sector, including its contribution to the Gross Domestic Product (GDP), which was less than 1 percent in 2017. Total employment in the sector was over 3 000, while the national fleet was about 1 146 vessels.

Table 3: Background information on the fisheries sector of Barbados, and key governance, organizational and livelihood issues

Importance of the fishery	
Contribution to GDP (2017)	< 1percent
Production (MT) (2016)	1 436
Estimated per capita fish consumption (kg) (2017)	25 – 30
Description of the fishery	
Types of fisheries	Shallow-shelf reef; bank-reef and deep slope; coastal pelagics, flyingfish; large pelagics, sea eggs; lobsters; conch.
Types of fishing activities/gear	Pot (trap) fishing, handlines, spear fishing, seines, cast nets
Number of fisherfolk	3 000+
Number of vessels (2017)	1 146
Governance arrangements	
National inter-sectoral coordination mechanism	FAC
Lead fisheries resource management authority	Fisheries Division
National and primary fisherfolk organisations	1 NFO and 7 PFOs

Key governance, organizational and livelihood issues
Insufficient leadership capacity in FFOs
Inadequate financial sustainability in FFOs
Inadequate management and financial management capacity in FFOs
Ineffective communication among FFOs
Inadequate appreciation for stewardship at the individual level
Limited empowerment of fisherfolk and their FFOs
Inadequate commitment to full participation in governance by FFOs
Inadequate awareness and appreciation for stewardship of the environment and living marine resources
Inadequate awareness and appreciation for EAF
Insufficient awareness of sustainable livelihoods and best practices among fisherfolk
Insufficient awareness of policies on food security and nutrition, and fisherfolk contribution
Limited awareness of and capacity to produce added-value products, and marketing options and opportunities
Limited adaptive capacity /limited options in response to diminishing returns from traditional fisheries and associated products
Limited functioning of the FAC
Inadequate policy influence by the FAC

53. The Fisheries Biologist indicated that there were eight functional fisherfolk organizations, including the umbrella Barbados National Union of Fisherfolk Organizations, and a Fisheries Advisory Committee to facilitate stakeholder engagement in governance and management. Following on this, Mr Parker outlined the key issues facing fisherfolk organizations and enabling agencies as set out in Table 3 above. Then, he identified the activities under the four components of the project that could contribute to addressing them as provided in Table 4 below.

Table 4: Project work plan activities for Barbados

Component/Outcome/Output	Activities
Component 1: Developing organisational capacity for fisheries governance	
Outcome 1.1: Fisherfolk have improved their organization capacity to meet objectives that enhance well-being	
Output 1.1.1: Leaders with strengthened capacity in management, administration, planning sustainable finance, leadership and other operational skills	1.1.1.1: Determine the priority training needs and delivery mechanisms shared by FFO
	1.1.1.2: Develop practical training packages, including exchanges, to cover priorities
	1.1.1.3: Deliver training, network capacity builders with NFOs to form a CNFO 'leadership institute'
	1.1.1.4: Conduct pilot projects for FFO management documenting lessons learned and best practices
Output 1.1.2: Information and communication technologies (ICT) used for good governance	1.1.2.1: Analyse NFO capacity in ICT and share exemplary best practices
	1.1.2.2: Provide hardware and software to NFO requiring ICT
	1.1.2.3: Develop ICT best practices for NFOs, along with ICT training to meet NFO proficiency standards
Output 1.1.3: Capacity for policy engagement, and of women as leaders, is strengthened	1.1.3.1: Conduct national workshops to improve NFO engagement in fisheries policy
	1.1.3.2: Conduct gender analysis to identify the capacity gaps of men and women, especially youth, in relation to fisherfolk leadership

Component/Outcome/Output	Activities
	1.1.3.3: Develop and offer training on leadership for women and youth informed by gender analysis
Outcome 1.2: Fisheries-related state agencies have capacity to support fishing industry stewardship	
Output 1.2.1: State agency implementation gaps assessed regarding support for fisherfolk organizations and their role in stewardship	1.2.1.1 Conduct institutional analysis and organizational assessment in key fisheries-related state agencies in the country and recommend priority improvement
Output 1.2.2: State agency prioritization capacity developed to support fisherfolk organizations and roles in stewardship	1.2.2.1 Undertake pilot projects to address priority implementation gaps and adapt current practices
Component 2: Enhancing ecosystem stewardship for fisheries sustainability	
Outcome 2.1: Increased participatory Ecosystem Approach to Fisheries (EAF) application with focus on healthier habitats and pollution reduction	
Output 2.1.1: Fisherfolk engaged in the management of marine protected areas or other coastal uses	2.1.1.1 Train and mentor selected fisherfolk leaders to engage in coastal management generally 2.1.1.2 Conduct pilot projects to support fisherfolk engagement in coastal management
Output 2.1.2: Fisherfolk successfully applying EAF - supported by greater general public awareness of EAF	2.1.2.1 Train fisherfolk in specific EAF-based plans, providing gear, technology and skills to change their practices where required
	2.1.2.2 Adapt international guidelines to produce codes of conduct and ethics based on EAF for local and national FFO
	2.1.2.3 Use social media and low-cost communication to increase public awareness of EAF practices
Component 3: Securing sustainable livelihoods for food and nutrition security	
Outcome 3.1: Livelihoods throughout fisheries value chains balance development with conservation for food and nutrition security	
Output 3.1.1: Schemes for sustainable fisheries livelihoods reviewed in order to learn from them and adapt future activities	3.1.1.1 Compile and analyse data and information from livelihoods and socio-economic projects in order to learn from fisherfolk perspectives 3.1.1.2 Prepare and communicate best practices based on the results of the livelihoods projects analyses 3.1.1.3 Create profiles for fisheries livelihoods to integrate into training for fisherfolk implementation of EAF
Output 3.1.2: Use of local fish in healthy diets promoted through public policies and private enterprises	3.1.2.1 Analyse fisheries value chains and opportunities for new marketing and distribution seafood products that improve nutrition 3.1.2.2 Examine public policy and private sector purchasing practices of seafood to improve consumption and intra-regional trade
Component 4: Project management, monitoring and evaluation, and communication	
Outcome 4.1: Good governance and learning for adaptation institutionalized among fisherfolk organizations	
Output 4.1.1: Improved results and learning through fisherfolk participatory monitoring and evaluation	4.1.1.1 Hold quarterly meeting of NICs, such as FAC, or the NFO and fisheries authority at which StewardFish review is on the agenda in each country and share the PM&E findings regionally

Component/Outcome/Output	Activities
Output 4.1.2: Annual project participant conferences, web site outputs and best practice guidelines for fisherfolk-centred PM&E based on learning-by-doing	4.1.2.1 Integrate the lessons learned into best practice guidelines and the products of CLME+ IW:LEARN etc.
Output 4.1.3: Project Mid-Term Review and Final Evaluation	4.1.3.1 Undertake mid-term review
	4.1.3.2 Undertake final evaluations

Belize

54. Mr Ramon Carcamo, Fisheries Officer, Fisheries Department, Ministry of Agriculture, Forestry, Fisheries, the Environment and Sustainable Development, made the presentation for Belize. In his presentation, he pointed out that Belize had the largest reef system in the Western Hemisphere, which was important for the tourism and fisheries industries. He provided a profile of the fisheries sector, noting that it contributed 2 percent to GDP, with fish production of 747.7 metric tonnes, valued at USD 15.3 million, in 2017. The sector employed approximately 20 000, and had a fleet of about 600 vessels.

55. The Fisheries Officer provided information on the fisheries management regime, which included such measures as gear regulations, closed seasons, bans on catching certain species of fish (e.g. nurse and whale sharks, parrotfishes and other grazers, bonefishes) and a Total Allowable Catch for conch. He also provided information on Belize's New Fisheries Frontiers – Managed Access: Innovating Fisheries Management programme, which involves strengthening management through a national system of secure tenure for fishers to fish in designated fishing areas; empowering fishers and improving livelihoods through community-based management and diversified, higher value markets; and using national, multi-stakeholder collaboration including government, fishers and NGOs to analyze and recommend policies. Following on this, Mr Carcamo outlined the key issues facing fisherfolk organizations and enabling agencies, which, along with additional information on the fisheries sector, is set out in Table 5 below.

Table 5: Background information on the fisheries sector of Belize, and key governance, organizational and livelihood issues

Importance of the fishery	
Contribution to GDP (2017)	2 percent
Production (MT) (2017)	747.7
Production (USD) (2017)	15.3 million
Description of the fishery	
Types of fisheries	Conch, lobster
Types of fishing activities/gear	Diving, lobster traps/shades (casitas)
Number of fisherfolk (2017)	20 000
Number of vessels (2017)	511
Governance arrangements	
National inter-sectoral coordination mechanism	-
Lead fisheries resource management authority	Fisheries Department
National and primary fisherfolk organisations	4 FFOs
Key governance, management and livelihood issues	
Inadequate representation of membership by FFOs in consultative arrangements	
Weak FFOs	
Inadequate financial sustainability in FFOs	
Limited information on the state of fisheries and fisheries development projects by key stakeholders	
Inadequate involvement of fishers in the management of the marine reserves	
Unsustainable fishing methods degrading sea grass beds and coral reef habitats	
Insufficient awareness about appropriate fish handling practices by fisherfolk	

High levels of poverty in many fishing communities
Inadequate implementation of fisheries projects and achievement of objectives
Inadequate participation by key stakeholders in monitoring and evaluation processes for fisheries projects

56. Finally, he identified the activities under the four components of the project that could contribute to addressing the issues mentioned, which are given in Table 6 below.

Table 6: Project work plan activities for Belize

Component/Outcome/Output	Activities
Component 1: Developing organisational capacity for fisheries governance	
Outcome 1.1: Fisherfolk have improved their organization capacity to meet objectives that enhance well-being	
Output 1.1.1: Leaders with strengthened capacity in management, administration, planning sustainable finance, leadership and other operational skills	1.1.1.1: Determine the priority training needs and delivery mechanisms shared by FFO
	1.1.1.2: Develop practical training packages, including exchanges, to cover priorities
	1.1.1.3: Deliver training, network capacity builders with NFOs to form a CNFO 'leadership institute'
Output 1.1.2: Information and communication technologies (ICT) used for good governance	1.1.2.1: Analyse NFO capacity in ICT and share exemplary best practices
	1.1.2.2: Provide hardware and software to NFO requiring ICT
	1.1.2.3: Develop ICT best practices for NFOs, along with ICT training to meet NFO proficiency standards
Outcome 1.2: Fisheries-related state agencies have capacity to support fishing industry stewardship	
Output 1.2.1: State agency implementation gaps assessed regarding support for fisherfolk organizations and their role in stewardship	1.2.1.1 Conduct institutional analysis and organizational assessment in key fisheries-related state agencies in the country and recommend priority improvement
Output 1.2.2: State agency prioritization capacity developed to support fisherfolk organizations and roles in stewardship	1.2.2.1 Undertake pilot projects to address priority implementation gaps and adapt current practices
Component 2: Enhancing ecosystem stewardship for fisheries sustainability	
Outcome 2.1: Increased participatory Ecosystem Approach to Fisheries (EAF) application with focus on healthier habitats and pollution reduction	
Output 2.1.1: Fisherfolk engaged in the management of marine protected areas or other coastal uses	2.1.1.1 Train and mentor selected fisherfolk leaders to engage in coastal management generally
	2.1.1.2 Conduct pilot projects to support fisherfolk engagement in coastal management
Output 2.1.2: Fisherfolks successfully applying EAF - supported by greater general public awareness of EAF	2.1.2.1 Train fisherfolk in specific EAF-based plans, providing gear, technology and skills to change their practices where required
	2.1.2.2 Adapt international guidelines to produce codes of conduct and ethics based on EAF for local and national FFO
	2.1.2.3 Use social media and low-cost communication to increase public awareness of EAF practices
Component 3: Securing sustainable livelihoods for food and nutrition security	
Outcome 3.1: Livelihoods throughout fisheries value chains balance development with conservation for food and nutrition security	

Component/Outcome/Output	Activities
Output 3.1.1: Schemes for sustainable fisheries livelihoods reviewed in order to learn from them and adapt future activities	3.1.1.1 Compile and analyse data and information from livelihoods and socio-economic projects in order to learn from fisherfolk perspectives
	3.1.1.2 Prepare and communicate best practices based on the results of the livelihoods projects analyses
	3.1.1.3 Create profiles for fisheries livelihoods to integrate into training for fisherfolk implementation of EAF
Output 3.1.2: Use of local fish in healthy diets promoted through public policies and private enterprises	3.1.2.1 Analyse fisheries value chains and opportunities for new marketing and distribution seafood products that improve nutrition
	3.1.2.2 Examine public policy and private sector Purchasing practices of seafood to improve consumption and intra-regional trade
Component 4: Project management, monitoring and evaluation, and communication	
Outcome 4.1: Good governance and learning for adaptation institutionalized among fisherfolk organizations	
Output 4.1.1: Improved results and learning through fisherfolk participatory monitoring and evaluation	4.1.1.1 Hold quarterly meeting of NICs, such as FAC, or the NFO and fisheries authority at which StewardFish review is on the agenda in each country and share the PM&E findings regionally

Guyana

57. Mr Denzil Roberts, Chief Fisheries Officer, Fisheries Department, Ministry of Agriculture, made the presentation for Guyana. In his presentation, he noted that the fisheries industry in Guyana is very important as it contributes to poverty alleviation and rural development, and provides a cheap source of animal protein for the population. Approximately fifteen thousand persons are employed, directly or indirectly, in this sector. In 2016, the fisheries sector's contribution to GDP was approximately 2 percent, with fish production being 41 808 metric tonnes, and exports 23 031 metric tonnes (valued at USD 77.2 million).

58. The Chief Fisheries Officer explained that the Marine Fisheries sector is comprised of an Offshore Industrial (Trawl) Fishery, Semi-industrial Fishery, Inshore Artisanal Fishery and Tuna Fishery. The Ministry of Agriculture's Fisheries Department is the primary entity entrusted by the Government of Guyana to manage the country's fisheries resources. There are organized stakeholder groups such as the Fisheries Advisory Committee, Guyana Association for Trawler Owners and Seafood Processors and the Guyana National Fisherfolk Organization, which allow for efficient and effective fisheries management.

59. The Inshore Artisanal Fishery, which provides most of the finfish, is a very important subsector, with it being recognized that these stakeholders need to participate more in the decision-making processes. However, they have inadequate capacity to effectively manage their fisherfolk cooperatives. There is also need to streamline the communication process between the state authorities and the fisherfolk. The information on the fisheries sector and the governance, organisational and livelihood issues are provided in Table 7 below.

Table 7: Background information on the fisheries sector of Guyana, and key governance, organisational and livelihood issues

Importance of the fishery	
Contribution to GDP (2016)	2 percent
Production (MT) (2016)	41 808
Export (MT) (2016)	23 031
Export (USD) (2016)	77.2 million
Estimated per capita fish consumption (kg)	25
Description of the fishery	
Types of fisheries	Offshore industrial (trawl), semi-industrial, inshore Artisanal, and tuna fisheries
Types of fishing activities/gear	Trawls, Chinese seines, cadell lines, gillsnets, handlines
Number of fisherfolk (2016)	15 000
Number of vessels (2016)	118 trawlers, 58 red snapper, 1 234 artisanal
Governance arrangements	
National inter-sectoral coordination mechanism	Fisheries Advisory Committee
Lead fisheries resource management authority	Fisheries Department
National and primary fisherfolk organisations	1 NFO, 5 FFOs
Key governance, organisational and livelihood issues	
Inadequate management capacity in FFOs	
Inadequate interaction between FFOs and the Fisheries Department in the decision-making process	
Inadequate awareness and appreciation for stewardship of the environment by fisherfolk and their FFOs	
Inadequate awareness of the importance of the fisheries sector and the need for best practices along the fisheries value chain by the public/consumer	
Inadequate promotion of inter-regional trade in fish and fish products	
Insufficient awareness of opportunities for new markets	

60. In closing, Mr Roberts pointed out that the activities that they have identified in the results matrix, under three components of the StewardFish project, which would contribute to addressing these gaps. These activities are set out in Table 8 below.

Table 8: Project work plan activities for Guyana

Component/Outcome/Output	Activities
Component 1: Developing organisational capacity for fisheries governance	
Outcome 1.1: Fisherfolk have improved their organization capacity to meet objectives that enhance well-being	
Output 1.1.1: Leaders with strengthened capacity in management, administration, planning sustainable finance, leadership and other operational skills	1.1.1.1: Determine the priority training needs and delivery mechanisms shared by FFO
	1.1.1.2: Develop practical training packages, including exchanges, to cover priorities
	1.1.1.3: Deliver training, network capacity builders with NFOs to form a CNFO 'leadership institute'
	1.1.1.4: Conduct pilot projects for FFO management documenting lessons learned and best practices
Output 1.1.3: Capacity for policy engagement, and of women as leaders, is strengthened	1.1.3.1: Conduct national workshops to improve NFO engagement in fisheries policy

Component/Outcome/Output	Activities
	1.1.3.2: Conduct gender analysis to identify the capacity gaps of men and women, especially youth, in relation to fisherfolk leadership
	1.1.3.3: Develop and offer training on leadership for women and youth informed by gender analysis
Outcome 1.2: Fisheries-related state agencies have capacity to support fishing industry stewardship	
Output 1.2.1: State agency implementation gaps assessed regarding support for fisherfolk organizations and their role in stewardship	1.2.1.1 Conduct institutional analysis and organizational assessment in key fisheries-related state agencies in the country and recommend priority improvement
Output 1.2.2: State agency prioritization capacity developed to support fisherfolk organizations and roles in stewardship	1.2.1.1 Undertake pilot projects to address priority implementation gaps and adapt current practices
Component 2: Enhancing ecosystem stewardship for fisheries sustainability	
Outcome 2.1: Increased participatory Ecosystem Approach to Fisheries (EAF) application with focus on healthier habitats and pollution reduction	
Output 2.1.1: Fisherfolk engaged in the management of marine protected areas or other coastal uses	2.1.1.1 Train and mentor selected fisherfolk leaders to engage in coastal management generally
	2.1.1.2 Conduct pilot projects to support fisherfolk engagement in coastal management
Output 2.1.2: Fisherfolks successfully applying EAF - supported by greater general public awareness of EAF	2.1.2.1 Train fisherfolk in specific EAF-based plans, providing gear, technology and skills to change their practices where required
	2.1.2.2 Adapt international guidelines to produce codes of conduct and ethics based on EAF for local and national FFO
	2.1.2.3 Use social media and low-cost communication to increase public awareness of EAF practices
Component 3: Securing sustainable livelihoods for food and nutrition security	
Outcome 3.1: Livelihoods throughout fisheries value chains balance development with conservation for food and nutrition security	
Output 3.1.1: Schemes for sustainable fisheries livelihoods reviewed in order to learn from them and adapt future activities	3.1.1.1 Compile and analyse data and information from livelihoods and socio-economic projects in order to learn from fisherfolk perspectives
	3.1.1.2 Prepare and communicate best practices based on the results of the livelihoods projects analyses
	3.1.1.3 Create profiles for fisheries livelihoods to integrate into training for fisherfolk implementation of EAF
Output 3.1.2: Use of local fish in healthy diets promoted through public policies and private enterprises	3.1.2.1 Analyse fisheries value chains and opportunities for new marketing and distribution seafood products that improve nutrition
	3.1.2.2 Examine public policy and private sector Purchasing practices of seafood to improve consumption and intra-regional trade

Jamaica

61. Jamaica has a land mass of 10 991 km², coastline of approximately 1 022 km and an Exclusive Economic Zone (EEZ) of 274 000 km² (which is 24.9 times its land mass). The fishing industry makes a significant contribution to the economy, accounting for 4.71 percent of the GDP of the Agricultural sector, and 0.31 percent of the overall GDP. The industry is a major employer and supports the local economy of many fishing communities, including providing income opportunities for women. Fishing also contributes to food security and poverty alleviation. At the end of 2017, there were 24 366 registered fishers and 7 512 registered vessels.

62. The Division has been making great strides in the management of the fisheries resources. These include the implementation of the recommended strategies in combatting the lionfish invasion through the incorporation of the activities under the current Invasive Alien Species Programme; an Industrial Lobster Fishery Compliance Monitoring programme; and a new lobster fishery management regime; capacity building of fisherfolk groups; and ongoing research in the exploitation of new species amongst several others. The presentation identified issues affecting the country's fisheries sector and fisherfolk organizations as set out in Table 9 below.

Table 9: Background information on the fisheries sector of Jamaica, and key governance, organizational and livelihood issues

Importance of the fishery	
Contribution to GDP (2015)	0.31 percent
Production (MT) (2017)	16 016.42
Production (USD) (2017)	56.2 million
Estimated per capita fish consumption (kg) (2016)	16.03
Description of the fishery	
Types of fisheries	Industrial fisheries for conch, lobster and finfish; artisanal fisheries on island shelf and reefs, and offshore banks.
Types of fishing activities/gear	Diving, fish pots, nets
Number of fisherfolk (2015)	23 601
Number of vessels (2017)	7 512
Governance arrangements	
National inter-sectoral coordination mechanism	-
Lead fisheries resource management authority	Fisheries Division
National and primary fisherfolk organisations	1 NFO, 70 FFOs
Key governance, organizational and livelihood issues	
Inadequate capacity in fisherfolk organisations in areas such as management, financial management, project cycle management, monitoring and evaluation negotiation, conflict resolution, and ICT	
Inadequate capacity among fisherfolk in areas such as literacy and life skills	
Insufficient information on gender (including women and youth) in fisheries	
Inadequate communication among key stakeholders in the Special Fishery Conservation Areas	
Inadequate awareness of and capacity among fisheries-related personnel, fisherfolk and other key stakeholders to apply EAF	
Inadequate awareness among fisheries wardens and judicial officials about relevant fisheries laws and regulations	
Inadequate promotion and facilitation of the development of alternative livelihood opportunities e.g. offshore pelagic species, oyster culture	
Inadequate access to financial resources, capacity and mechanisms in place for artisanal fisherfolk to access foreign markets	
Inadequate capacity along the value chain to facilitate value added product development	
Inadequate early warning and safety at sea arrangements for artisanal fishers	

63.

63. The activities under the four main components and the respective outputs of the StewardFish project that would contribute to addressing these issues are set out in Table 10 below.

Table 10: Work plan activities for Jamaica

Component/Outcome/Output	Activities
Component 1: Developing organisational capacity for fisheries governance	
Outcome 1.1: Fisherfolk have improved their organization capacity to meet objectives that enhance well-being	
Output 1.1.1: Leaders with strengthened capacity in management, administration, planning sustainable finance, leadership and other operational skills	1.1.1.2: Develop practical training packages, including exchanges, to cover priorities
Output 1.1.2: Information and communication technologies (ICT) used for good governance	1.1.2.2: Provide hardware and software to NFO requiring ICT
	1.1.2.3: Develop ICT best practices for NFOs, along with ICT training to meet NFO proficiency standards
Output 1.1.3: Capacity for policy engagement, and of women as leaders, is strengthened	1.1.3.1: Conduct national workshops to improve NFO engagement in fisheries policy
	1.1.3.2: Conduct gender analysis to identify the capacity gaps of men and women, especially youth, in relation to fisherfolk leadership
	1.1.3.3: Develop and offer training on leadership for women and youth informed by gender analysis
Outcome 1.2: Fisheries-related state agencies have capacity to support fishing industry stewardship	
Output 1.2.1: State agency implementation gaps assessed regarding support for fisherfolk organizations and their role in stewardship	1.2.1.1 Conduct institutional analysis and organizational assessment in key fisheries-related state agencies in the country and recommend priority improvement
Output 1.2.2: State agency prioritization capacity developed to support fisherfolk organizations and roles in stewardship	1.2.2.1 Undertake pilot projects to address priority implementation gaps and adapt current practices
Component 2: Enhancing ecosystem stewardship for fisheries sustainability	
Outcome 2.1: Increased participatory Ecosystem Approach to Fisheries (EAF) application with focus on healthier habitats and pollution reduction	
Output 2.1.1: Fisherfolk engaged in the management of marine protected areas or other coastal uses	2.1.1.1 Train and mentor selected fisherfolk leaders to engage in coastal management generally
	2.1.1.2 Conduct pilot projects to support fisherfolk engagement in coastal management
Output 2.1.2: Fisherfolks successfully applying EAF - supported by greater general public awareness of EAF	2.1.2.1 Train fisherfolk in specific EAF-based plans, providing gear, technology and skills to change their practices where required
	2.1.2.2 Adapt international guidelines to produce codes of conduct and ethics based on EAF for local and national FFO
	2.1.2.3 Use social media and low-cost communication to increase public awareness of EAF practices
Component 3: Securing sustainable livelihoods for food and nutrition security	
Outcome 3.1: Livelihoods throughout fisheries value chains balance development with conservation for food and nutrition security	

Component/Outcome/Output	Activities
Output 3.1.1: Schemes for sustainable fisheries livelihoods reviewed in order to learn from them and adapt future activities	3.1.1.3 Create profiles for fisheries livelihoods to integrate into training for fisherfolk implementation of EAF
Output 3.1.2: Use of local fish in healthy diets promoted through public policies and private enterprises	3.1.2.1 Analyse fisheries value chains and opportunities for new marketing and distribution seafood products that improve nutrition
	3.1.2.2 Examine public policy and private sector purchasing practices of seafood to improve consumption and intra-regional trade
Component 4: Project management, monitoring and evaluation, and communication	
Outcome 4.1: Good governance and learning for adaptation institutionalized among fisherfolk organisations	
Output 4.1.1: Improved results and learning through fisherfolk participatory monitoring and evaluation	4.1.1.1 Hold quarterly meeting of NICs, such as FAC, or the NFO and fisheries authority at which StewardFish review is on the agenda in each country and share the PM&E findings regionally
Output 4.1.2: Annual project participant conferences, web site outputs and best practice guidelines for fisherfolk-centred PM&E based on learning-by-doing	4.1.2.1 Integrate the lessons learned into best practice guidelines and the products of CLME+ IW:LEARN etc.
Output 4.1.3: Project Mid-Term Review and Final Evaluation	4.1.3.1 Undertake mid-term review
	4.1.3.2 Undertake final evaluations

Saint Lucia

64. Ms Margaret Straughn, Fisheries Assistant, Fisheries Department, Ministry of Agriculture, Fisheries, Physical Planning, Natural Resources and Co-operatives, made the presentation for Saint Lucia. In her presentation, she gave a synopsis of the fisheries sector in Saint Lucia, making mention of challenges facing the sector, the resource users and fisherfolk organizations, as provided in Table 11 below.

Table 11: Background information on the fisheries sector of Saint Lucia, and key governance, organizational and livelihood issues

Importance of the fishery	
Contribution to GDP (2017)	<1 percent
Production (MT) (2017)	1 668.62
Production (USD) (2017)	10.2 million
Description of the fishery	
Types of fisheries	Coastal and ocean pelagics, deep slope, bank, reef, conch and lobster
Types of fishing activities/gear	Trolling, handlines, net fishing, seine fishing, drop lines, longlines, fish pots, flyingfish nets.
Number of fisherfolk	2 905
Number of vessels (2016)	822
Governance arrangements	
National inter-sectoral coordination mechanism	Fisheries Act makes provision for a FAC
Lead fisheries resource management authority	Fisheries Department
National and primary fisherfolk organisations	1 NFO, 8 PFOs
Key governance, organizational and livelihood issues	
Inadequate governance, leadership, management, financial management, inventory management and membership development in FFOs	
Inadequate standard operating procedures in the administering fisherfolk organizations	

Inadequate awareness and appreciation for stewardship of the environment and living marine resources
Inadequate engagement of FFOs in quality assurance, processing and marketing (FFOs too focused on the input side of fisheries)
Inadequate information among FFOs
Inadequate arrangements in place for consultation in the fisheries sector
Inadequate mechanisms in place for participatory monitoring and evaluation

65. Following on this, she identified the activities related to the four components of the StewardFish project that would contribute to addressing the issues referenced, which are set out in Table 12 below. She also highlighted the need and the importance for the engagement of stakeholders in the delivery of the project and in monitoring and evaluation.

Table 12: Project work plan activities for Saint Lucia

Component/Outcome/Output	Activities
Component 1: Developing organisational capacity for fisheries governance	
Outcome 1.1: Fisherfolk have improved their organization capacity to meet objectives that enhance well-being	
Output 1.1.1: Leaders with strengthened capacity in management, administration, planning sustainable finance, leadership and other operational skills	1.1.1.1: Determine the priority training needs and delivery mechanisms shared by FFO
	1.1.1.2: Develop practical training packages, including exchanges, to cover priorities
	1.1.1.3: Deliver training, network capacity builders with NFOs to form a CNFO 'leadership institute'
	1.1.1.4: Conduct pilot projects for FFO management documenting lessons learned and best practices
Output 1.1.2: Information and communication technologies (ICT) used for good governance	1.1.2.1: Analyse NFO capacity in ICT and share exemplary best practices
Output 1.1.3: Capacity for policy engagement, and of women as leaders, is strengthened	1.1.3.1: Conduct national workshops to improve NFO engagement in fisheries policy
Outcome 1.2: Fisheries-related state agencies have capacity to support fishing industry stewardship	
Output 1.2.1: State agency implementation gaps assessed regarding support for fisherfolk organizations and their role in stewardship	1.2.1.1 Conduct institutional analysis and organizational assessment in key fisheries-related state agencies in the country and recommend priority improvement
Output 1.2.2: State agency prioritization capacity developed to support fisherfolk organizations and roles in stewardship	1.2.2.1 Undertake pilot projects to address priority implementation gaps and adapt current practices
Component 2: Enhancing ecosystem stewardship for fisheries sustainability	
Outcome 2.1: Increased participatory Ecosystem Approach to Fisheries (EAF) application with focus on healthier habitats and pollution reduction	
Output 2.1.1: Fisherfolk engaged in the management of marine protected areas or other coastal uses	2.1.1.1 Train and mentor selected fisherfolk leaders to engage in coastal management generally
	2.1.1.2 Conduct pilot projects to support fisherfolk engagement in coastal management

Component/Outcome/Output	Activities
Output 2.1.2 Fisherfolks successfully applying EAF - supported by greater general public awareness of EAF	2.1.2.1 Train fisherfolk in specific EAF-based plans, providing gear, technology and skills to change their practices where required
	2.1.2.2 Adapt international guidelines to produce codes of conduct and ethics based on EAF for local and national FFO
	2.1.2.3 Use social media and low-cost communication to increase public awareness of EAF practices
Component 3: Securing sustainable livelihoods for food and nutrition security	
Outcome 3.1: Livelihoods throughout fisheries value chains balance development with conservation for food and nutrition security	
Output 3.1.1: Schemes for sustainable fisheries livelihoods reviewed in order to learn from them and adapt future activities	3.1.1.1 Compile and analyse data and information from livelihoods and socio-economic projects in order to learn from fisherfolk perspectives
	3.1.1.2 Prepare and communicate best practices based on the results of the livelihoods projects analyses
	3.1.1.3 Create profiles for fisheries livelihoods to integrate into training for fisherfolk implementation of EAF
Output 3.1.2: Use of local fish in healthy diets promoted through public policies and private enterprises	3.1.2.1 Analyse fisheries value chains and opportunities for new marketing and distribution seafood products that improve nutrition
	3.1.2.2 Examine public policy and private sector purchasing practices of seafood to improve consumption and intra-regional trade
Component 4: Project management, monitoring and evaluation, and communication	
Outcome 4.1: Good governance and learning for adaptation institutionalized among fisherfolk organizations	
Output 4.1.1: Improved results and learning through fisherfolk participatory monitoring and evaluation	4.1.1.1 Hold quarterly meeting of NICs, such as FAC, or the NFO and fisheries authority at which StewardFish review is on the agenda in each country and share the PM&E findings regionally
	4.1.2.1 Integrate the lessons learned into best practice guidelines and the products of CLME+ IW:LEARN etc.
Output 4.1.2: Annual project participant conferences, web site outputs and best practice guidelines for fisherfolk-centred PM&E based on learning-by-doing	4.1.3.1 Undertake mid-term review
	4.1.3.2 Undertake final evaluations
Output 4.1.3: Project Mid-Term Review and Final Evaluation	4.1.3.1 Undertake mid-term review
	4.1.3.2 Undertake final evaluations

Saint Vincent and the Grenadines

66. Mr Kris Isaacs, Senior Fisheries Officer, Fisheries Division, Ministry of Agriculture, Forestry, Fisheries, Rural Transformation, Industry and Labour presented on behalf of Saint Vincent and the Grenadines (SVG). In his presentation he provided some background information on the fisheries sector, stating that on average, it contributes 0.35 percent to the GDP of the country (approximately USD 2.12 million). The sector is mainly small-scale, with fishing vessels being open and powered by outboard engines, with fishers being daily operators.

67. He pointed out that the Fisheries Division worked closely with the St Vincent and the Grenadines National Fisherfolk Organization, which is comprised of three (3) functioning primary fisherfolk organizations, and three (3) others, which are yet to be formalised. Fisherfolk engagement

in governance arrangements is medium, with the NFO meeting with the Fisheries Division twice a month. It is expected that both organizations will play a role in the soon to be established Ocean Governance Committee.

Table 13: Background information on the fisheries sector of Saint Vincent and the Grenadines, and key governance, organizational and livelihood issues

Importance of the fishery	
Contribution to GDP (2017)	0.35
Production (MT) (2017)	814.93
Production (USD) (2017)	4.59 million
Export (MT) (2017)	228.03
Export (USD) (2017)	1.47
Estimated per capita fish consumption (kg)	approx.. 19
Description of the fishery	
Types of fisheries	Demersal finfish and shellfish, large offshore and small coastal pelagic, mammals, crustacean
Types of fishing activities/gear	Beach seines, trolling, diving for shellfish, droplines, handlines, rod and reel, pot fishing, spearfishing, whaling
Number of fisherfolk (2017)	2 500
Number of vessels (2017)	approx. 900
Governance arrangements	
National inter-sectoral coordination mechanism	Fisheries Act makes provision for a FAC
Lead fisheries resource management authority	Fisheries Division
National and primary fisherfolk organisations	1 NFO, 6 PFOs
Key governance, organisational and livelihood issues	
Inadequate strategic planning and project cycle management capacity in the NFO	
Inadequate human resources and infrastructure of the NFO	
Insufficient awareness and appreciation for ecosystem stewardship by fisherfolk	
Prohibitive cost of fish versus price of other animal protein types e.g. chicken	
Inadequate capacity along the value chain to facilitate value added production	
Insufficient awareness of and inadequate infrastructure in place to access new markets	
Inadequate capacity of NFO board/leadership to engage in long term strategic planning and the provision of oversight	
Inadequate capacity for information sharing and communication by the NFO	

68. Mr Isaacs elaborated on some key issues affecting governance, organisational and livelihood issues, which are given in Table 13 above, and identified the activities under the different components of the project that would contribute to addressing them. These activities are set out in Table 14 below. He stated that SVG is interested in all components of the project as long as finances are available.

Table 14: Project work plan activities for St Vincent and the Grenadines

Component/Outcome/Output	Activities
Component 1: Developing organisational capacity for fisheries governance	
Outcome 1.1: Fisherfolk have improved their organization capacity to meet objectives that enhance well-being	
Output 1.1.1: Leaders with strengthened capacity in management, administration, planning sustainable finance, leadership and other operational skills	1.1.1.1: Determine the priority training needs and delivery mechanisms shared by FFO
	1.1.1.2: Develop practical training packages, including exchanges, to cover priorities
	1.1.1.3: Deliver training, network capacity builders with NFOs to form a CNFO 'leadership institute'
	1.1.1.4: Conduct pilot projects for FFO management documenting lessons learned and best practices
Output 1.1.2: Information and communication technologies (ICT) used for good governance	1.1.2.1: Analyse NFO capacity in ICT and share exemplary best practices
	1.1.2.2: Provide hardware and software to NFO requiring ICT
	1.1.2.3: Develop ICT best practices for NFOs, along with ICT training to meet NFO proficiency standards
Output 1.1.3: Capacity for policy engagement, and of women as leaders, is strengthened	1.1.3.1: Conduct national workshops to improve NFO engagement in fisheries policy
	1.1.3.2: Conduct gender analysis to identify the capacity gaps of men and women, especially youth, in relation to fisherfolk leadership
	1.1.3.3: Develop and offer training on leadership for women and youth informed by gender analysis
Outcome 1.2: Fisheries-related state agencies have capacity to support fishing industry stewardship	
Output 1.2.1: State agency implementation gaps assessed regarding support for fisherfolk organizations and their role in stewardship	1.2.1.1 Conduct institutional analysis and organizational assessment in key fisheries-related state agencies in the country and recommend priority improvement
Output 1.2.2: State agency prioritization capacity developed to support fisherfolk organizations and roles in stewardship	1.2.2.1 Undertake pilot projects to address priority implementation gaps and adapt current practices
Component 2: Enhancing ecosystem stewardship for fisheries sustainability	
Outcome 2.1: Increased participatory Ecosystem Approach to Fisheries (EAF) application with focus on healthier habitats and pollution reduction	
Output 2.1.1: Fisherfolk engaged in the management of marine protected areas or other coastal uses	2.1.1.1 Train and mentor selected fisherfolk leaders to engage in coastal management generally
	2.1.1.2 Conduct pilot projects to support fisherfolk engagement in coastal management
	2.1.2.1 Train fisherfolk in specific EAF-based plans, providing gear, technology and skills to change their practices where required
	2.1.2.2 Adapt international guidelines to produce codes of conduct and ethics based on EAF for local and national FFO
	2.1.2.3 Use social media and low-cost communication to increase public awareness of EAF practices
Component 3: Securing sustainable livelihoods for food and nutrition security	
Outcome 3.1: Livelihoods throughout fisheries value chains balance development with conservation for food and nutrition security	

Component/Outcome/Output	Activities
Output 3.1.1: Schemes for sustainable fisheries livelihoods reviewed in order to learn from them and adapt future activities	3.1.1.1 Compile and analyse data and information from livelihoods and socio-economic projects in order to learn from fisherfolk perspectives
	3.1.1.2 Prepare and communicate best practices based on the results of the livelihoods projects analyses
	3.1.1.3 Create profiles for fisheries livelihoods to integrate into training for fisherfolk implementation of EAF
Output 3.1.2: Use of local fish in healthy diets promoted through public policies and private enterprises	3.1.2.1 Analyse fisheries value chains and opportunities for new marketing and distribution seafood products that improve nutrition
	3.1.2.2 Examine public policy and private sector purchasing practices of seafood to improve consumption and intra-regional trade
Component 4: Project management, monitoring and evaluation, and communication	
Outcome 4.1: Good governance and learning for adaptation institutionalized among fisherfolk organisations	
Output 4.1.1: Improved results and learning through fisherfolk participatory monitoring and evaluation	4.1.1.1 Hold quarterly meeting of NICs, such as FAC, or the NFO and fisheries authority at which StewardFish review is on the agenda in each country and share the PM&E findings regionally
Output 4.1.2: Annual project participant conferences, web site outputs and best practice guidelines for fisherfolk-centred PM&E based on learning-by-doing	4.1.2.1 Integrate the lessons learned into best practice guidelines and the products of CLME+ IW:LEARN etc.
Output 4.1.3: Project Mid-Term Review and Final Evaluation	4.1.3.1 Undertake mid-term review
	4.1.3.2 Undertake final evaluations

REGIONAL EXECUTING PARTNERS PRESENTATIONS- WORK PLANS AND BUDGETS

69. For those activities for which they had been identified as the potential lead or co-lead, regional executing partners were asked to review the expected outcomes, outputs, activities, indicators and targets, and, if prepared to be lead or co-lead, consider the following during their presentation in the workshop:

- Approach to delivering the activity in order to achieve the expected output, outcome and targets, through engagement with the key stakeholders or beneficiaries.
- Capacity to deliver the activity within the expected timeline, whether as the lead organization or co-lead, which would have required some consultation between co-leads prior to the workshop. Also, if possible at this stage, it would be good if they could decide on which of the two organizations would be the potential focal contact under the project for administrative and other purposes.
- Necessary expertise to deliver the activity with or without the specialist identified in some instances under “Responsible” column e.g. capacity development specialist, gender specialist, fisheries institutional analysis consultant, fisheries livelihoods analyst consultant.
- Indicate how the organization could contribute/participate in other activities in which it is not the lead or co-lead.

- Creating synergies between StewardFish and related projects that their organization may be involved in implementing in order to assist in achieving the outcomes and outputs.

70. Based on the above as well as with their interactions with the country FD-FFO teams during the preparation of Annual Work Plans and Budgets by National and Regional Executing partners session, the regional executing partners made their presentations as set out below.

Caribbean Natural Resources Institute (CANARI)

71. Ms Nicole Leotaud, Executive Director, CANARI, made the presentation for this organization. She pointed out that as an executing partner of the project, CANARI would present on its potential roles in delivering outputs and activities as identified in the work plan circulated by FAO.

72. She emphasised that CANARI's potential contribution to StewardFish is intimately linked to several projects, activities, and tools currently being implemented, or employed in the past. Some of the current projects include: *Powering Innovations in Civil Society and Enterprises for Sustainability in the Caribbean* (PISCES) (2017-2020); *Engaging Civil Society in CLME+ Strategic Action Programme Implementation* (2017-2019); and *#GE4U: Transformation towards an inclusive green economy in the Caribbean* (2016-2019). The most significant synergies for StewardFish are under the PISCES project, which aims to support innovative actions by Caribbean civil society and coastal community small and micro-enterprises for conservation of marine and coastal biodiversity and development of sustainable and resilient livelihoods. This connects with many of the outcomes identified under StewardFish.

73. She then indicated as follows: For Component 1 - Developing organizational capacity for fisheries governance, CANARI proposed to focus on building capacity within project countries through the training of mentors (some mentors have already been trained under PISCES). This will be done via workshop(s), virtual exchanges and coaching support. The in-country mentors would then be provided with honoraria to work with FFOs to carry out organizational assessments, using a tool CANARI has already developed (Activity 1.1.1.1). Based on the individual assessments of FFOs across countries, a regional capacity building strategy could be developed to identify priority capacity building needs.

74. Mentors could use the CANARI CSO/FFO strengthening toolkit that would be developed under PISCES, which could be expanded as needed to address priorities for FFOs identified under StewardFish (Activity 1.1.1.2). Mentors would then help to build organizational capacity of targeted FFOs, with CANARI providing support to mentors (Activity 1.1.1.3).

75. CANARI could also offer support to other executing agencies for activities such as development of the leadership institute, providing further training and facilitation through action learning processes and peer exchanges in particular areas as needed (Activity 1.1.1.3). She recommended the use of small grants for FFOs to carry out organizational strengthening activities, which could be managed through a small grants scheme currently being carried out under the PISCES project (Activity 1.1.1.4).

76. In Component 2 - Enhancing ecosystem stewardship, CANARI proposed to share PISCES cases on innovative practice of fisherfolk engagement in coastal management for inspiration, and to document additional cases as needed. These can be prepared, disseminated and repackaged using ICTs (link to Output 1.1.2). In terms of supporting engagement of FFOs in MPA/MMA management, CANARI recommended that this be a practical exercise focusing on one priority MPA/MMA chosen per country. CANARI could facilitate participatory assessment and planning exercises, using EAF principles, for fisherfolk leaders to determine the priorities and develop a strategy for engaging fisherfolk and the community in the management of the MPA/MMA (Activity 2.1.1.1). For the pilot projects, CANARI proposed to use the previously outlined approach of engaging in-country mentors, who would work with FFOs to design and implement projects, using EAF approaches, inclusive of climate change adaptation strategies and disaster risk reduction in MPAs/MMAs. Small grants can be awarded to FFOs for implementation of their projects (Activity 2.1.1.2).

77. Under Component 3 - Securing sustainable livelihoods for food and nutrition security, CANARI proposed to use its in-house competencies to undertake a desk study and carry out interviews with fisherfolk to conduct an impact assessment of selected projects, which would be chosen in consultation with FFOs and FDs (Activity 3.1.1.1). A synthesis report will be compiled, with an analysis of regional lessons and recommendations, and communicated (Activity 3.1.1.2).

78. Also, under Component 3, FFOs and FDs could select target fisheries-based enterprises with potential for improving nutrition and/or alternative livelihoods for capacity building under StewardFish. CANARI could train selected small business mentors from each of the StewardFish countries through a nomination, application and selection process, facilitating a training of trainers' workshop, supported by virtual training and exchanges (some mentors have already been trained under PISCES). In-country mentors would then be provided with honoraria to conduct needs assessments and targeted capacity building for the fisheries-based enterprises. CANARI could support mentors to carry out and provide training in business planning and management (including marketing) that is tailored to these unique types of enterprises, as well as train mentors to use specialised CANARI tools for 'climate proofing' and 'greening' of these enterprises. CANARI's Local Green-Blue Enterprise Radar (developed under the #GE4U project) could be used to help FFOs to document profiles/case studies of sustainable small- scale fisheries livelihoods (Activity 3.1.1.3).

79. This targeted work to support enterprises should be complemented by research to understand the enabling environment for fisheries livelihoods. CANARI can conduct the analysis of fisheries value chains (Activity 3.1.2.1) and the necessary desk study, interviews and synthesis report to examine public policy and private sector purchasing of seafood (Activity 3.1.2.2). Ultimately, this research should identify areas for capacity building and advocacy to enhance institutions.

University of the West Indies Centre for Resource Management and Environmental Studies (UWI- CERMES)

80. Mr Patrick McConney, Director, UWI-CERMES, made the presentation on behalf of CERMES. In his presentation, he set out CERMES main interests from component to activity, and the areas in which CERMES suggested it could contribute most to the success of StewardFish.

81. In Component 1, the suggested areas included governance, leadership, gender and organizational assessment. CERMES envisaged collaboration with the UWI Dame Nita Barrow Unit through the Gender in Fisheries Team (GIFT) on gender, and with CANARI on organizational assessments.

82. In Component 2, he suggested substantial involvement in EAF/EBM matters to complement other work underway with CC4FISH, CLME+ Project and UN-Environment. StewardFish could provide the opportunity to share and field-test the guidance offered and management planning undertaken in the other projects. Again, collaboration with various regional agencies was envisaged. He indicated that CERMES was interested in, but not likely to be actively engaged in Component 3 concerning livelihoods guidance and food security. However, Component 4 is of special interest regarding the use of NICs of various types for participatory monitoring and evaluation. Engagement in this would complement ongoing work in the several regional projects previously identified.

University of the West Indies - Caribbean ICT Research Programme (UWI-CIRP)

83. Ms Kim Mallalieu, Senior Lecturer and Leader, Communication Systems Group, Faculty of Engineering, UWI, made the presentation for the Communication Systems Group. In her presentation, she summarised the recommendations of the Caribbean ICT Research Programme (CIRP) for Output 1.1.2 *Information and communication technologies (ICT) used for good governance*, under Outcome 1.1 *Fisherfolk have improved their organizational capacity to meet objectives that enhance*

well-being, of Component 1: *Developing organizational capacity for fisheries governance* of the project titled *Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small- Scale Fisheries (StewardFish)*.

84. She noted that the project document specifies that Output 1.1.2 will comprise:

- 1) Gap analysis of the NFOs in ICT and its use in governance
- 2) Recommendations for:
 - a) practical action to improve usage
 - b) ICT hardware and software for NFOs that are technologically constrained
- 3) Training in ICTs to:
 - a) Board members and other key personnel of the NFOs on ICTs in governance for advocacy purposes
 - b) Fisherfolk on technology to support operational activities including navigation.

85. The proposed approach is to target functional digital literacy through a tiered non-formal learning curriculum as appropriate to the needs of (i) NFOs, and (ii) sea-faring fishers. For the NFOs, this curriculum would be aligned with UK's Office of Qualifications and Examinations Regulation (Ofqual) for non-formal learning to cover the proficiency areas of (1) Using ICT systems, (2) Finding and selecting information, and (3) Developing, presenting and communicating information. The scope of each tier would be constrained by its relevance to existing needs and operations. The StewardFish project will be used to assess the practicality of a stream that would lead to a formal qualification by an accredited examination body.

86. Mallalieu stated that for the fishers, the functional digital literacy curriculum would comprise (1) Basic, (2) General, and (3) Specialized components in relation to the mobile phone and marine band VHF radio, directly relating to their existing needs and operations. This programme will be targeted at ICT stewards in each country. The stewards will be selected by the national fisheries authorities and NFOs, as persons who interact regularly with fishers and have an interest in the role. Stewards would be expected to guide fishers through understanding of, and competence with, their mobile phones and marine band VHF radios on an opportunistic basis. Such opportunities, which are seized to conduct "ICT hangouts", include moments at landing sites, break times in organized training events, and at the end of meetings where some fishers "hang back".

87. She recommended the following activities that would lead to Output 1.1.2 for all project countries:

1. Remote consultations with NFOs, fisheries authorities and a "handful" of fishers
2. Collaborative specification of cases of immediate concern and highest value to NFOs, fisheries authorities and a handful of fishers
3. The completion of country-specific survey instruments by NFOs and fisheries authorities, detailing all relevant information necessary for a baseline assessment of pressing and context-appropriate ICT gaps
4. Development of case work materials under consultation with NFOs, fisheries authorities and a handful of fishers
5. Completion of a Gap Analysis Report, training content and recommendations
6. In-person delivery of case-work-centred workshops for NFOs
7. In-person delivery of coaching for ICT stewards as well as reference and supervised ICT hangouts for fishers
8. Assessment and reporting.

88. She pointed out that CIRP's capacities include but are not limited to ICT business analysis, ICT technology, instructional design and delivery. CIRP has many years of experience with ICT for fisheries

and is developing and rolling out an ICT stewardship programme of non-formal learning under the CC4FISH project over the period 2018–2020. Requirements on which the success of CIRP's implementation depend, include business information from the NFOs, all logistics for the face to face sessions, internal promotion, participation and the procurement of recommended and approved hardware and software.

89. She also noted that CIRP stands to contribute to, and to benefit from other StewardFish activities, most particularly the following activities under components 1, 2 and 3:

- 1.1.1.1 Determine priority training needs and delivery mechanisms
 - 1.1.1.2 Develop practical training packages for priorities
 - 1.1.1.3 Deliver training in CNFO leadership institute
 - 1.1.3.1 Workshops to improve NFO engagement
 - 1.2.1.1 Institutional analysis and organizational assessment
 - 2.1.1.1 Train and mentor to engage in coastal management
 - 2.1.2.1 Train fisherfolk in plans, gear, technology and skills
 - 2.1.2.3 Social media and low-cost communications for public awareness
 - 3.1.1.1 Compile and analyse data and information
 - 3.1.1.2 Prepare and communicate best practices
 - 3.1.2.1 Analyse fisheries value chains and opportunities
- Pilots: 1.1.1.4 & 2.1.1.2: management, 1.2.2.1 fill gaps and adapt.

90. Other relevant programmes in which CIRP is involved or has been involved in 2018 include CC4FISH, and the delivery of Fisheries Early Warning and Emergency Response (FEWER) under Pilot Program for Climate Resilience (PPCR).

Caribbean Network of Fisherfolk Organizations (CNFO)

91. Ms Vernel Nicholls, President, Caribbean Network of Fisherfolk Organizations, spoke on behalf of the CNFO. She indicated that the CNFO did not have a presentation for the workshop, and were not taking a lead in any of the activities, except being a co-lead in the ICT project with CIRP. She noted that they would not be in a position to make any commitments, however, the CNFO would be willing to contribute to project implementation, but would need to have a budget to do so. She pointed out that the CNFO would collaborate with projects partners throughout the project to ensure the project and CNFO objectives are being met, since the project objectives were in line with the CNFO's. The CNFO would be willing to work at the regional and national levels.

Caribbean Regional Fisheries Mechanism (CRFM)

92. Ms Maren Headley, Research Assistant, CRFM Secretariat, made the presentation on behalf of the CRFM. In her presentation, she noted that under Component 1, CRFM has been identified as the co- lead with CERMES, and the lead for the following activities respectively:

- 1) Conduct institutional analysis and organizational assessment in key fisheries-related state agencies in the country and recommend priority improvement, with a timeline from January - June 2019.
- 2) Undertake pilot projects to address priority implementation gaps and adapt current practices, with a timeline from July - December 2019.

93. The expected outputs for these activities are:

- 1) State agency implementation gaps assessed regarding support for fisherfolk organizations and their role in stewardship.

- 2) State agency prioritization capacity developed to support fisherfolk organizations and roles in stewardship.

94. She also pointed out that the activities under the various Components of the StewardFish project which have synergies with the work of the CRFM Secretariat include:

- Conduct national workshops to improve NFO engagement in fisheries policy.
- Conduct gender analysis to identify the capacity gaps of men and women, especially youth, in relation to fisherfolk leadership.
- Develop and offer training on leadership for women and youth informed by gender analysis.
- Train fisherfolk in specific EAF-based plans, providing gear, technology and skills to change their practices where required.
- Adapt international guidelines to produce codes of conduct and ethics based on EAF for local and national FFOs.
- Compile and analyze data and information from livelihoods and socio-economic projects in order to learn from fisherfolk perspectives.
- Analyze fisheries value chains and opportunities for new marketing and distribution of seafood products that improve nutrition.
- Integrate the lessons learned into best practice guidelines and the products of CLME+.

95. It is expected that the CRFM Secretariat would continue to work with the countries to determine which specific state agencies should be assessed; develop the appropriate pilot projects; and utilise a suitable methodology for the institutional analyses in collaboration with CERMES.

Discussion

96. During the general discussion following the national and regional partner work planning presentations, it was noted that there were a number of fisheries related initiatives underway in the region, so there would be need for robust coordination and collaboration to realize synergies and avoid duplication with StewardFish. Also, there were many fisherfolk organizations that were not operating under the CNFO umbrella, and which should be involved in the project. For example, there are a number of FAD fishers organizations formed during the CARIFICO project, which were doing very well, but are not yet linked with the CNFO.

97. The CNFO would need to strengthen its organizational and leadership capacity in order to be able to build the network by attracting such organization. In order to do so, the CNFO would need to assess its organization arrangements, including staffing, to identify the gaps and build the required capacity. It was also pointed out that fisher involvement in the executive of NFOs needed to be done with care, with appropriate screening and building capacity over time so that fishers taking positions on executive boards will not be overwhelmed.

98. Country teams were also advised that they could use the organization capacities built under StewardFish to leverage funds from other sources, such as the funding under the national conservation trust funds being established under the Caribbean Biodiversity Fund (CBF), and the soon to be launched next phase under the Critical Ecosystem Partnership Fund (CEPF), in which they can take the lead for related local projects.

99. The importance of social protection was highlighted, with the CRFM indicating that it was working with the Caribbean Catastrophe Risk Insurance Facility (CCRIF), utilising funding from the United States, to put together an insurance scheme for the fisheries sector. It would be tested in 3–4 countries initially. It is a parametric insurance, which was being designed in a way to encourage good fisheries management and fisheries disaster planning. So, fisherfolk were advised to advocate within their respective countries to obtain this policy, as it would be for their benefit.

EXPLANATION OF LETTER OF AGREEMENT (LOA)

100. Ms Lorenza Zagarese, FAO International Administrative Officer (IAO), provided an overview of the Letter of Agreement (LoA). She pointed out that it is a cost-reimbursable service contract, used to obtain specific services from non-profit Eligible Entities. A Letter of Agreement generally consists of two parts:

- Agreement - which includes the general terms and conditions
- Annex – which includes the description of the services to be provided under the LoA.

101. An Eligible Entity is a registered legal entity (not individuals or unregistered or informal groups), such as governmental, inter-governmental (e.g. other United Nations agency), non-governmental or other not-for-profit organizations. It could also include voluntary and community organizations, civil society organizations, universities, other academic institutions and public research institutions.

102. Ms Zagarese indicated that Procurement Service (CSAP) and, in general, the IAO are responsible for quality assurance control. The LTO is responsible for LoA preparation, finalization and overall implementation in line with project activities. She indicated that the Responsible Officer would determine the type of selection process to be undertaken by considering (i) the market situation, and (ii) whether a competitive selection process is feasible and likely to add value. Before signing, the authorized official should consider the findings of the quality assurance review(s); ascertain *inter alia* that sufficient funds have been committed and make a final decision to approve the LoA. Management and administration of a LoA involves monitoring, reporting, payment authorizations, amendments, record management and closure or termination.

Discussion

103. During the discussions, fisherfolk leaders from the regional and national fisherfolk organizations highlighted the situation in which they have been involved in the planning and delivery of projects without any form of incentive or compensation for the knowledge and time that they have contributed, even though they would lost income from being unable to fish, etc., while participating in such activities. It was noted that some level of accommodation for this situation could be built into the LoAs. CANARI indicated that they include compensation in the form of honoraria for fisherfolk leaders when their services are utilised in project delivery. In addition, fisherfolk leaders and their organizations were encouraged to track and put a value on their contributions and time for inclusion in the co-financing arrangements.

104. It was noted that under StewardFish project delivery, the CNFO was not taking the lead on any of the actions, with their role being more in providing support or being a co-lead. This underscored the need for the CNFO and NFOs to build their capacities under StewardFish, so they could take the lead in upcoming projects.

LOAS – MAPPING OUT

105. This exercise involved mapping out the concentration of activities identified by the country teams under the outputs, outcomes of the four project components to get a better appreciation for the focus of national partner requirements and the level of engagement that would be required by the leads/co- leads. This would in turn provide some guidance on developing the LoAs required. The completed template is provided at Appendices 6a and b.

MONITORING AND EVALUATION

106. Mr Patrick McConney, Director, UWI-CERMES, made this presentation focused on Component 4: Project management, monitoring and evaluation, and communication. The outcome of this component is good governance and learning for adaptation institutionalized among fisherfolk organizations. It emphasised the need for more participatory monitoring and evaluation (PM&E) than may be typical in GEF-funded projects, as this component is integral to the capacity development of fisherfolk in collaboration with other stakeholders. Also critical is the contribution of PM&E to adaptive management, which is a key feature of stewardship. The presentation ended with an overview of the guidance available from FAO and other sources on how to successfully implement PM&E. This included a review of the project's indicators and the fit of this PM&E into the CLME+ Project and SAP.

Discussion

107. Following on the presentation, some concern was expressed that the level of input from direct beneficiaries may not be consistent or at the level expected by the project. However, it was opined that NICs provided the platform for quarterly evaluation. Such arrangements should also be encouraged at the local level, building on the national platform.

108. The need for more grounded and effective participatory monitoring and evaluation was highlighted. It was also noted that the project results matrix was quite simple (e.g. number of fishers involved in activities). However, it was pointed out that some indicators are more complex, such as in Outcome 2.1, which may require more discussion and refinement in Protect Year 1.

109. During the discussion, it was pointed out that there was scope in some indicators to capture the perception of impact of the beneficiaries. However, the challenge would be in reporting the perspective of beneficiaries through crafting indicators that match the expectation of beneficiaries. These can be developed in parallel without drastically altering the agreed indicators in the results matrix. It was noted that the PIR could also capture success stories, challenges and lessons learned. It was suggested that ICT could be used to deliver informal learning opportunities as opposed to long formal workshops in order to be effective. The challenge would be to capture the effectiveness of informal approaches in project metrics.

NEXT STEPS

110. Following on the workshop, the next step was identified as the preparation of the inception workshop report, with participants being asked to provide the inputs set out below:

- Final PowerPoint presentations and summary for inclusion in the report by September 21
- Final country work plans by September 21
- Final presentations from regional partners by September 21
- Completed Programme, Projects and Initiatives (PPI) templates by September 21

111. In turn, FAO would undertake the following:

- Based on issues and the activities identified by the countries the outputs and outcomes of the four components complete the LoA mapping by September 28. Also, confirm the leads/co-leads by October 5
- Finalise the overall, 18 month and annual work plans by October 5
- Budgeting by October 12
- Submit the inception report by October 31.

112. On approval of the Inception Report and AWP/B, undertake the preparation of LoAs.

CLOSURE OF THE WORKSHOP

113. In closing, the FAO Fisheries and Aquaculture Officer indicated that she was pleased with the proceedings and results of the workshop. She noted that it provided an opportunity for the exchange of knowledge and experiences to facilitate project start-up and implementation. She thanked all who participated and urged commitment and momentum to be maintained throughout the project

APPENDIX 1 – List of participants

NATIONAL PARTNERS

Antigua and Barbuda

HERBERT, Jamie Fisheries Officer
Fisheries Division
Ministry of Agriculture, Lands, Fisheries and
Barbuda Affairs
Point Wharf Fisheries Complex Lower North
Street, St. John's

WARNER, Devon President
Barbuda Fisherfolk Association
Codrington Village
Barbuda

Barbados

Fisheries Division
Ministry of Maritime Affairs and the Blue
Economy
Princess Alice Highway St Michael

WILLOUGHBY, Stephen Chief Fisheries
Officer

PARKER, Christopher Fisheries Biologist

INNIS, Henderson
Barbados National Union of Fisherfolk
Organisations (BARNUFO)
c/o Fisheries Division Princess Alice
Highway St Michael

Belize

CARCAMO, Ramon
Fisheries Officer
Belize Fisheries Department
Ministry of Agriculture, Forestry, Fisheries,
the Environment and Sustainable
Development
Princess Margaret Drive
P.O. Box 148, Belize City

Guyana

ROBERTS, Denzil
Chief Fisheries Officer Fisheries Department
Ministry of Agriculture
Regent and Vlissengen Roads Bourda
Georgetown

JAINARINE, Pamashwar
National Fisherfolk Cooperatives

Jamaica

WHITE, Glaston
Treasurer at Jamaica Fishermen Cooperative
Union Society Ltd 44 Beechwood Ave,
Kingston 5

Saint Lucia

STRAUGHN, Margaret R. Fisheries
Assistant Department of Fisheries
Ministry of Agriculture, Fisheries, Physical
Planning, Natural Resources and Co-
operatives
San Souci, Castries

STEPHEN, Devon Fisher
President of the Choiseul Fishermen's
Cooperative Society Limited
J.E.M. Salmon Street, Choiseul

Saint Vincent and the Grenadines

ISAACS, Kris
Senior Fisheries Officer
Fisheries Division
Ministry of Agriculture, Forestry, Fisheries,
Rural Transformation, Industry and Labour
Bay Street, Kingstown

HARRY, Winsbert
President
National Fisherfolk Cooperatives

REGIONAL AND INTERNATIONAL PARTNER INSTITUTIONS AND OTHERS

Caribbean Natural Resources Institute (CANARI)

LEOTAUD, Nicole
Executive Director
105 Twelfth Street, Barataria
Trinidad and Tobago

Caribbean Network of Fisherfolk Organisations (CNFO)

NICHOLLS, Vernel
Chair, c/o Caribbean Regional Fisheries Mechanism (CRFM) Secretariat Princess Margaret Drive
Belize City

Centre for Resource Management and Environmental Studies (CERMES), UWI

The University of the West Indies
Cave Hill Campus
St Michael, Barbados

McCONNERY, Patrick Director

COX, Shelly-Ann
Postdoctoral Research Associate

SABIR, Kareem Research Assistant

Caribbean Regional Fisheries Mechanism (CRFM)

Princess Margaret Drive
PO Box 642
Belize City, Belize

HAUGHTON, Milton Executive Director

HEADLEY, Maren Research Graduate

Coastal Zone Management Unit

Ministry of Maritime Affairs and The Blue Economy
8th Floor, Warrens Tower II Warrens
St Michael Barbados

BREWSTER, Leo
Director

SUCKOO, Richard Marine Biologist

SMALL BUSINESS, ENTREPRENEURSHIP AND COMMERCE

MOORE, Ian
Cooperatives Officer Cooperatives
Department Ministry of Small Business, Entrepreneurship and Commerce 2nd Floor East
Baobab Tower Warrens
St Michael

The University of the West Indies, Barbados

Cave Hill Campus University Drive
St Michael, Barbados

DESHONG, Halimah
Head
Institute for Gender and Development Studies: Nita Barrow Unit

JOSEPH, Debra
Lecturer, Social Work
Department of Government, Sociology and Social Work
Social Work Unit

The University of the West Indies
St. Augustine Campus, Trinidad and Tobago

MALLALIEU, Kim
Senior Lecturer and Leader, Communication Systems Group
Faculty of Engineering

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS (FAO)

Viale delle Terme di Caracalla
00153 Rome, Italy

KALIKOSKI, Daniela (**Via Skype**)
Fishery Industry Officer, SP3

GONZALEZ RIGGIO, Valeria (**Via Skype**)
Technical Officer, CBC

FAO SUBREGIONAL OFFICE FOR THE CARIBBEAN (FAO/SLC)

2nd Floor, United Nations House Marine Gardens, Hastings
Christ Church, BB11 000, Barbados

DIEI OUADI, Yvette
Fishery and Aquaculture Officer/ WECAFC Secretary

PHILLIPS, Terrence Project Coordinator
Stewardfish Project

MENDOZA, Jeremy Project Coordinator
FAO-UNOPS (UNJP/RLA/217/OPS)

BEALEY, Roy
Project Coordinator
Caribbean Billfish Project

MONNEREAU, Iris
Project Coordinator
CC4Fish Project

DUNCAN, Martina
Junior Professional Officer Climate
Change/GEF Focal Point

THOMPSON, Sonya
Programme Assistant

APPENDIX 2 – Opening remarks by FAO Subregional Coordinator for the Caribbean, Ms Lystra Fletcher-Paul

National and regional project executing partners, representatives from the National and Primary Fisherfolk Organisations, special invitees, colleagues all

Good morning

On behalf of the FAO, I would like to welcome you to Barbados and to this Inception Workshop for Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish) project.

Ladies and gentlemen, the small-scale fisheries sector tends to be firmly rooted in local communities, traditions and values. Many small-scale fishers are self-employed and usually provide fish for direct consumption within their households or communities. Women are significant participants in the sector, particularly in postharvest activities, such as vending and processing. It is estimated that about 90 percent of all people directly dependent on capture fisheries work in the small-scale fisheries sector. As such, small-scale fisheries serve as an economic and social engine, providing food and nutrition security, employment and other multiplier effects to local economies while underpinning the livelihoods of riparian communities. In the Caribbean Community (CARICOM) region, fisheries contribute significantly to ecosystem-based livelihoods and poverty alleviation. They provide at least 117 000 people with direct employment in small-scale fisheries and aquaculture, and indirect employment for an estimated 400 000 (particularly women) who are involved in fish processing, marketing, boat construction, net repairs, and other support services. Given the informality of fisheries livelihoods, these estimates and their contribution to societies and economies are higher when seasonal and part-time work is included.

In 2013, countries bordering and/or located within the Caribbean and North Brazil Shelf Large Marine Ecosystems adopted a 10-year Strategic Action Programme for the Sustainable Management of the Shared Living Marine Resources of the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+ SAP). The CLME+ SAP aims to contribute to the achievement of the regionally adopted long-term vision of “a healthy marine environment in the CLME+ that provides benefits and livelihoods for the well-being of the people of the region.” The CLME+ SAP regional and sub-regional attention to transboundary institutional arrangements is necessary, but not sufficient, to address the three transboundary threats of unsustainable fisheries, habitat degradation and pollution at all levels of governance. The dense mosaic of marine jurisdictions, and mobility of fisheries resources and people, also demand the engagement of national and local level, state and non-state, actors to address these threats, and to build resilience in these fisheries socio-ecological systems.

The seven countries (Antigua and Barbuda, Barbados, Belize, Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines) participating in the StewardFish project, are diverse. However, they share many similar socio-economic characteristics and challenges of sustainable development, such as relatively small but growing populations; limited natural resource endowments that are fragile; vulnerability to natural disasters; and high dependence on international trade and external support for sustainable fisheries development. They also face difficulties associated with the sustainable development of fisheries, including insufficient financial resources and human capacity in state institutions; and inadequate organizational, financial and technical capacity among non-state actors such as fisherfolk along the value chain to engage meaningfully in governance and management.

In an effort to address these issues, the StewardFish project is aimed at implementing the CLME+ SAP within these seven countries by empowering fisherfolk throughout fisheries value chains to engage in resource management, decision -making processes and sustainable livelihoods, with strengthened institutional support at all levels.

In so doing, the StewardFish project will be contributing to the achievement of FAO's Strategic Objective 2: Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner; Strategic Objective 3: Reduce rural poverty; and Strategic Objective 5: Increase the resilience of livelihoods to threats and crises. The project will also contribute to the achievement of Sustainable Development Goal (SDG) 14, aimed at conserving and sustainably using the oceans, seas and marine resources for sustainable development, and related SDGs (1,2,5 and8) which address hunger, poverty, gender equality and decent work.

Colleagues, this Workshop has been convened with key partners and stakeholders involved in the delivery of the project to ensure that over this two day period you will be able to achieve a common understanding of the project objectives, components, outcomes, inputs, outputs and planned activities as well as the roles and responsibilities of all partners. I wish you success in delivering the agenda, so we can move on to project implementation in order to strengthen the capacity of fisherfolk and their organisations throughout the fisheries value chains to better engage in governance and management of our shared living marine resources and enhance their livelihood opportunities.

In closing, I would like to thank all our colleagues from FAO HQ and the Subregional Office in Barbados, who assisted in the organization of this meeting.

I wish you fruitful deliberations and a successful workshop. Thank you.

APPENDIX 3 – Agenda

Day 1: Thursday 13 September 2018	
	Opening Session
08.30–09.00	Welcome remarks and opening of the Inception Workshop
09.00–09.30	Overview of workshop objective and expected outputs Adoption of the draft agenda Introduction of participants
09.30–10.00	– Overview of the Project [components, outcomes, outputs and budget]
10.00–11.00	StewardFish institutional and implementation arrangements - Implementation arrangement - Project budget and procurement - Project monitoring, co-financing and reporting
11:00–11.30	Coffee break
11.30–12.00	StewardFish Project - Review of the Results framework
12.00–13.00	Coordination with partners and related initiatives at the regional and national levels–DOFs, NFOs\LeadPFOs, CANARI, CNFO, CRFM, UWI-CERMES, WECAFC
13.00–14.00	Lunch
14.00–14.30	Development of a theory of change on the climate change and poverty nexus in the context of coastal communities, coastal areas and SIDS (FAO and Saint Mary's University)
14.30–15.15	StewardFish Annual Work Plan and Budget (with explanation on activities per component and country, timing and budget)
15.15–16.00	Preparation of Annual Work Plans and Budgets by National and Regional Executing Partners Project country teams (Fisheries Authority and Fisherfolk Organisation representatives) and regional partner organisations work on their work plans for the first 18 months - Guided by the overall project work plan, budget and results framework (baseline, mid-term and final) prepare work plans and budgets for the first 18 months
16.00–16.30	Tea break
16.30–18.00	Preparation of Annual Work Plans and Budgets by National and Regional Executing Partners continued
	Project country teams (Fisheries Authority and Fisherfolk Organisation representatives) and regional partner organisations continue to work on their work plans and budgets for the first 18 months
Day 2: Friday 14 September 2018	
08.30–08.45	Summary and conclusions of Day 1 Review of the Agenda for Day 2

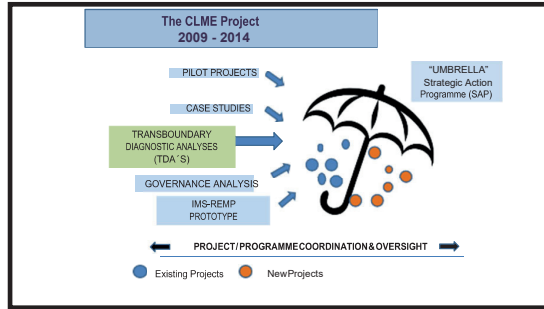
08.45–09.00	Antigua and Barbuda - work plan and budget (10 minute presentation, 5 minutes for clarifications/questions) – Review of work plan, budget and contribution to the results framework mid-term target for the first 18 months
09.00–09.15	Barbados - work plan and budget (10 minute presentation, 5 minutes for clarifications/questions) – Review of work plan, budget and contribution to the results framework mid-term target for the first 18 months
09.15–09.30	Belize - work plan and budget (10 minute presentation, 5 minutes for clarifications/questions) - Review of work plan, budget and contribution to the results framework mid-term target for the first 18 months
09.30–09.45	Guyana - work plan and budget (10 minute presentation, 5 minutes for clarifications/questions) - Review of work plan, budget and contribution to the results framework mid-term target for the first 18 months
9.45–10.00	Jamaica - work plan and budget (10 minute presentation, 5 minutes for clarifications/questions) - Review of work plan, budget and contribution to the results framework mid-term target for the first 18 months
10.00–10.15	Saint Lucia - work plan and budget (10 minute presentation, 5 minutes for clarifications/questions) - Review of work plan, budget and contribution to the results framework mid-term target for the first 18 months
10.15–10.30	St. Vincent and the Grenadines - work plan and budget (10 minute presentation, 5 minutes for clarifications/questions) - Review of work plan, budget and contribution to the results framework mid-term target for the first 18 months
10.30–11.00	Coffee break
11.00–12.30	Regional executing partners (CANARI, CERMES, CIRP, CNFO, CRFM, WECAFC)- work plans and budgets (10 minute presentation, 5 minutes for clarifications/questions) - Review of work plans, budgets and contribution to the results framework mid-term target for the first 18 months
12.30–13.00	Review of work plans, budgets and contribution to the results framework mid-term target for national and regional executing partners for the first 18 months—discussion/questions
13.00–14.00	Lunch
14.00–14.30	Letter of Agreement (LoA) Explanation of the LoA
14.30–15.30	LoAs—mapping out LoAs required
15.30–16.00	Tea break
16.00–16.45	M&E
16.45–17.30	Next steps and wrap-up

APPENDIX 4 – StewardFish Inception Project Overview

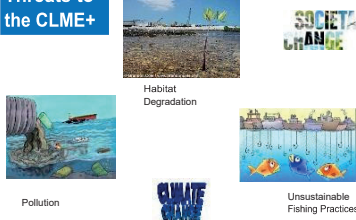


StewardFish Project Inception Workshop
13–14 September 2018
United Nations House
Barbados

StewardFish Project Overview




Threats to the CLME+

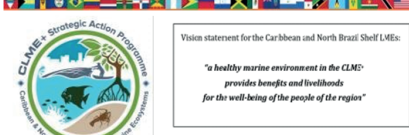


- Habitat Degradation
- Pollution
- Unsustainable Fishing Practices

Ecosystem Types



- Coral Reef
- Pelagic
- Continental Shelf

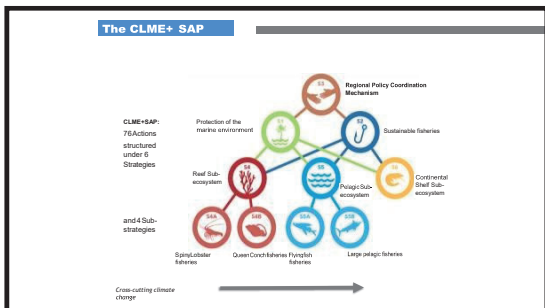


2015-2025

SAP OBJECTIVE

Vision statement for the Caribbean and North Brazil Shelf LMEs:
"a healthy marine environment in the CLME+ provides benefits and livelihoods for the well-being of the people of the region"

"Contributions to human well-being, socio-economic development, food security and enhanced livelihoods from goods and services provided by the ecosystems are optimized"



Rationale

Number of initiatives addressing three threats, and engaging management authorities and other stakeholders in the process:

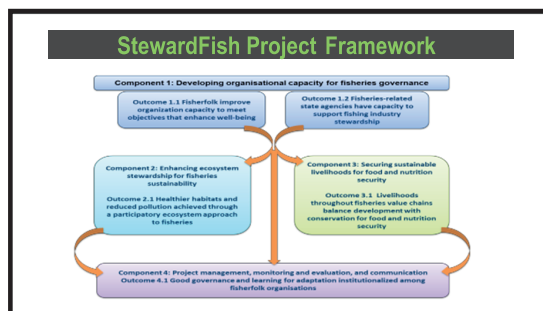
- Catalysing implementation of the Strategic Action Programme for the Sustainable Management of shared Living Marine Resources in the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+) (2015-2019)
- CLME+ Shrimp and GroundFish sub-project
- CLME+ Flyingfish fishery management sub-project
- Sustainable management of bycatch in Latin America and Caribbean trawl fisheries (REBYC-II LAC) (2015-2020)
- Climate Change Adaptation in the Eastern Caribbean Fisheries Sector (CC4FISH) project (2018-2020)

Rationale

- Critical barriers still require urgent attention:
 - Limited capacity of regional and national fisherfolk organizations to achieve objectives aligned with fisheries policies and plans
 - Fisheries-related state agencies at national and local level lack the appropriate capacity to support fishing industry institutions and stewardship
 - Fisherfolk do not or cannot lead ecosystem stewardship practices for fisheries sustainability
 - Sustainable fisheries livelihood strategies do not benefit from systematic learning from experience and compilation of best practices for use in interventions
 - Fisherfolk are removed from project monitoring and evaluation (M&E) as a technical rather than a participatory undertaking, and this constrains their learning for adaptation

Overall objective

- To implement the CLME+ SAP within the seven CRFM States by empowering fisherfolk throughout fisheries value chains to engage in resource management, decision-making processes and sustainable livelihoods, with strengthened institutional support at all levels.
- Activities will be guided by the principles of EAF and seek to promote women's empowerment through leadership and promote the importance of social protection for sustainable livelihoods.



Component 1: Developing organisational capacity for fisheries governance

Outcome 1.1: Fisherfolk have improved their organization capacity to meet objectives that enhance well-being

Component 1: Developing organisational capacity for fisheries governance	
Outcome 1.1: Fisherfolk have improved their organization capacity to meet objectives that enhance well-being	
Output	Activities
Output 1.1.1: Leaders with strengthened capacity in management, administration, planning sustainable finance, leadership and other operational skills	1.1.1.1: Determine the priority training needs and delivery mechanisms shared by FFO
	1.1.1.2: Develop practical training packages, including exchanges, to cover priorities
	1.1.1.3: Deliver training, network capacity builders with NFOs to form a CNFO 'leadership institute'
	1.1.1.4: Conduct pilot projects for FFO management documenting lessons learned and best practices

Component 1: Developing organisational capacity for fisheries governance	
Outcome 1.1: Fisherfolk have improved their organization capacity to meet objectives that enhance well-being	
Output	Activities
Output 1.1.2: Information and communication technologies (ICT) used for good governance	1.1.2.1: Analyse NFO capacity in ICT and share exemplary best practices
	1.1.2.2: Provide hardware and software to NFO requiring ICT
	1.1.2.3: Develop ICT best practices for NFOs, along with ICT training to meet NFO proficiency standards

Component 1: Developing organisational capacity for fisheries governance	
Outcome 1.1: Fisherfolk have improved their organization capacity to meet objectives that enhance well-being	
Output	Activities
Output 1.1.3: Capacity for policy engagement, and of women as leaders, is strengthened	1.1.3.1: Conduct national workshops to improve NFO engagement in fisheries policy
	1.1.3.2: Conduct gender analysis to identify the capacity gaps of men and women, especially youth, in relation to fisherfolk leadership
	1.1.3.3: Develop and offer training on leadership for women and youth informed by gender analysis

Component 1: Developing organisational capacity for fisheries governance

Outcome 1.2 Fisheries-related state agencies have capacity to support fishing industry stewardship

Component 1: Developing organisational capacity for fisheries governance Outcome 1.2 Fisheries-related state agencies have capacity to support fishing industry stewardship	
Output	Activities
Output 1.2.1: State agency implementation gaps assessed regarding support for fisherfolk organizations and their role in stewardship	1.2.1.1 Conduct institutional analysis and organizational assessment in key fisheries-related state agencies in the country and recommend priority improvement

Component 1: Developing organisational capacity for fisheries governance Outcome 1.2 Fisheries-related state agencies have capacity to support fishing industry stewardship	
Output	Activities
Output 1.2.2: State agency prioritization capacity developed to support fisherfolk organizations and roles in stewardship	1.2.2.1 Undertake pilot projects to address priority implementation gaps and adapt current practices

**Component 2:
Enhancing ecosystem stewardship for fisheries sustainability**

Outcome 2.1 Increased participatory Ecosystem Approach to Fisheries (EAF) application with focus on healthier habitats and pollution reduction

Component 2: Enhancing ecosystem stewardship for fisheries sustainability Outcome 2.1 Increased participatory Ecosystem Approach to Fisheries (EAF) application with focus on healthier habitats and pollution reduction	
Outputs	Activities
Output 2.1.1 Fisherfolk engaged in the management of marine protected areas or other coastal uses	2.1.1.1 Train and mentor selected fisherfolk leaders to engage in coastal management generally 2.1.1.2 Conduct pilot projects to support fisherfolk engagement in coastal management

Component 2: Enhancing ecosystem stewardship for fisheries sustainability Outcome 2.1 Increased participatory Ecosystem Approach to Fisheries (EAF) application with focus on healthier habitats and pollution reduction	
Outputs	Activities
Output 2.1.2 Fisherfolks successfully applying EAF - supported by greater general public awareness of EAF	2.1.2.1 Train fisherfolk in specific EAF-based plans, providing gear, technology and skills to change their practices where required 2.1.2.2 Adapt international guidelines to produce codes of conduct and ethics based on EAF for local and national FFO 2.1.2.3 Use social media and low-cost communication to increase public awareness of EAF practices

Component 3: Securing sustainable livelihoods for food and nutrition security

Outcome 3.1: Livelihoods throughout fisheries value chains balance development with conservation for food and nutrition security

Component 3: Securing sustainable livelihoods for food and nutrition security Outcome 3.1: Livelihoods throughout fisheries value chains balance development with conservation for food and nutrition security	
Outputs	Activities
Output 3.1.1 Schemes for sustainable fisheries livelihoods reviewed in order to learn from them and adapt future activities	3.1.1.1 Compile and analyse data and information from livelihoods and socio-economic projects in order to learn from fisherfolk perspectives 3.1.1.2 Prepare and communicate best practices based on the results of the livelihoods projects analyses 3.1.1.3 Create profiles for fisheries livelihoods to integrate into training for fisherfolk implementation of EAF

Component 3: Securing sustainable livelihoods for food and nutrition security Outcome 3.1: Livelihoods throughout fisheries value chains balance development with conservation for food and nutrition security	
Outputs	Activities
Output 3.1.2. Use of local fish in healthy diets promoted through public policies and private enterprises	3.1.2.1 Analyse fisheries value chains and opportunities for new marketing and distribution seafood products that improve nutrition 3.1.2.2 Examine public policy and private sector purchasing practices of seafood to improve consumption and intra-regional trade

Component 4: Project management, monitoring and evaluation, and communication

Outcome 4.1 Good governance and learning for adaptation institutionalized among fisherfolk organisations

Component 4: Project management, monitoring and evaluation, and communication Outcome 4.1 Good governance and learning for adaptation institutionalized among fisherfolk organisations	
Outputs	Activities
Output 4.1.1 Improved results and learning through fisherfolk participatory monitoring and evaluation	4.1.1.1 Hold quarterly meeting of NICs, such as FAC, or the NFO and fisheries authority at which StewardFish review is on the agenda in each country and share the PM&E findings regionally

Component 4: Project management, monitoring and evaluation, and communication Outcome 4.1 Good governance and learning for adaptation institutionalized among fisherfolk organisations	
Outputs	Activities
Output 4.1.2 Annual project participant conferences, web site outputs and best practice guidelines for fisherfolk-centred PM&E based on learning-by-doing	4.1.2.1 Integrate the lessons learned into best practice guidelines and the products of CLME+ IW:LEARN etc.

Component 4: Project management, monitoring and evaluation, and communication Outcome 4.1 Good governance and learning for adaptation institutionalized among fisherfolk organisations	
Outputs	Activities
Output 4.1.3 Project Mid-Term Review and Final Evaluation	4.1.3.1 Undertake mid-term review
	4.1.3.2 Undertake final evaluations

Component/ Outcome/Output	Activities	2018				2019				2020				2021				Output	Countries	Lead organisation in bold	Responsible	Project Budget	
		July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	October						November
	1.1.1.3: Deliver training, network capacity builders with NFOs to form a CNFO 'leadership institute'																			Development of a "leadership institute".	ANU, BGI, BZ, GY, SLU, SVG	CERMES [Lead], CNFO, CANARI, FAO/CDS, CIRP, NFO-FDs.	
	1.1.1.4: Conduct pilot projects for FFO management documenting lessons learned and best practices																			Pilot projects for FFO management conducted, and lessons learned and best practices documented.	ANU, BGI, GY, SLU, SVG	CANARI [Lead], CERMES [co-lead], CNFO, CIRP, FAO/CDS, NFO-FDs.	
	Output 1.1.2: Information and communication technologies (ICT) used for good governance																						
	1.1.2.1: Analyse NFO capacity in ICT and share exemplary best practices																			Report on the analysis of NFO capacity in ICT, with best practices.	ANU, BGI, BZ, SLU, SVG	CIRP [Lead], CNFO [Co-lead], NFO-FDs.	
	1.1.2.2: Provide hardware and software to NFO requiring ICT																			Basic ICT hardware and software provided to NFO.	ANU, BGI, BZ, JM, SVG	FAO [Lead], CNFO, CIRP, NFO-FDs.	
	1.1.2.3: Develop ICT best practices for NFOs, along with ICT training to meet NFO proficiency standards																			Development and documentation of ICT best practices for NFOs, with ICT training delivered to meet proficiency standards.	ANU, BGI, BZ, JM, SVG	CIRP [Lead], CNFO [Co-lead], NFO-FDs, FAO	

Component/ Outcome/Output	Activities	2018				2019				2020				2021				Output	Countries	Responsible Lead organisation in bold	Project Budget								
		July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	October					November	December	January	February	March	April	May	June
	4.1.1.1 Hold quarterly meeting of NICs, such as FAC, or the NFO and fisheries authority at which StewardFish review is on the agenda in each country and share the PM&E findings regionally																									Quarterly meeting of NICs, such as FAC, or the NFO and fisheries authority at which StewardFish review is on the agenda in each country held, and findings shared at regional PM&E sessions.	ANU, BGI, BZ, JM, SLU, SVG	CERMES [Lead] , NFO-FDs, CNFO, CANARI, CRFM Sec., FAO.	
	Output 4.1.2 Annual project participant conferences, web site outputs and best practice guidelines for fisherfolk-centred PM&E based on learning-by-doing																												
	4.1.2.1 Integrate the lessons learned into best practice guidelines and the products of CLME+ IW:LEARN etc.																									Lessons learned integrated into best practice guidelines and the products of CLME+ IW:LEARN, etc.	ANU, BGI, JM, SLU, SVG	CERMES [Lead] , NFO-FDs, CNFO, CANARI, CRFM Sec., FAO.	
	Output 4.1.3 Project Mid-Term Review and Final Evaluation																												
	4.1.3.1 Undertake mid-term review																									Report of the mid-term review.	ANU, BGI, JM, SLU, SVG	FAO-SLC [Lead] , CERMES, CANARI, CNFO, CRFM Sec., NFO-FDs,	

APPENDIX 5b – Work plan and budget [18 months]

Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish) project

Objective: Implement the CLME+ SAP within CRFM Member States by empowering fisherfolk throughout fisheries value chains to engage in resource management, decision-making processes and sustainable livelihoods with strengthened institutional support at all levels

Component/ Outcome/ Output	Activities	2018					2019					Output	Countries	Responsible organisation in bold]	Budget	Indicators	Baseline	Mid-Term	Final		
		July	August	September	October	November	December	January	February	March	April									May	June
Component 1: Developing organisational capacity for fisheries governance																					
Outcome 1.1: Fisherfolk have improved their organization capacity to meet objectives that enhance well-being																Number of NFOs that participate in leadership capacity development Number of participating NFOs that report positive change due to training	3 NFO. Currently some NFOs participate in leadership development activities 3 NFO. Those that have participated have reported positive change	5 NFOs 5 NFOs	7 NFOs 7 NFOs		
Output 1.1.1: Leaders with strengthened capacity in management,	1.1.1.1: Determine the priority training needs and delivery mechanisms shared by FFO														Report on the priority training areas and delivery mechanisms shared by FFOS.	ANU , BGI, BZ, GY, SLU , SVG	CANARI [Lead], CNFO, CERMES, FAO/CDS, CIRP, NFO- FDs.	Number of FFO leaders, disaggregated by sex, that complete leadership capacity	5 FFO leaders (4 men, 1 woman)	20 FFO leaders (15 men, 5 women)	40 FFO leaders (25 men, 15 women)

Component/ Outcome/ Output	Activities	2018						2019						Output	Countries	Responsible [Lead organisation in bold]	Budget	Indicators	Baseline	Mid-Term	Final			
		July	August	September	October	November	December	January	February	March	April	May	June									July	August	September
administration, planning sustainable finance, leadership and other operational skills	1.1.1.2: Develop practical training packages, including exchanges , to cover priorities																Practical training packages, including peer exchanges, to cover priorities.	ANU , BGI, BZ, GY, JM, SLU , SVG	CANARI [Lead], CERMES [Co- lead, if exchanges involved], CNFO, FAO/CDS, CIRP, NFO- FDs.		development activities			
	1.1.1.3: Deliver training, network capacity builders with NFOs to form a CNFO 'leadership institute'																Developmen t of a "leadership institute".	ANU , BGI, BZ, GY, SLU , SVG	CERMES [Lead], CNFO, CANARI, FAO/CDS, CIRP, NFO- FDs.					
	1.1.1.4: Conduct pilot projects for FFO managem ent documenti ng lessons learned and best practices																Pilot projects for FFO management being conducted and lessons learned and best practices being documented.	ANU , BGI, GY, SLU , SVG	CANARI [Lead], CERMES (co- lead), CNFO, CIRP, FAO/CDS, NFO-FDs.					
Output 1.1.2: Information and communication technologies (ICT) used for good governanc	1.1.2.1: Analyse NFO capacity in ICT and share exemplary best practices															Report on the analysis of NFO capacity in ICT, with best practices.	ANU , BGI, BZ, SLU , SVG	CIRP [Lead], CNFO [Co- lead], NFO- FDs.		Number of FFO that adopt ICT proficiency standards and best practices in support of good governance practices	0 FFO Never done	10 FFOs	20 FFOs	

Component/ Outcome/ Output	Activities	2018						2019						Output	Countries	Responsible [Lead organisation in bold]	Budget	Indicators	Baseline	Mid-Term	Final		
		July	August	September	October	November	December	January	February	March	April	May	June									July	August
e	1.1.2.2: Provide hardware and software to NFO requiring ICT															Basic ICT hardware and software provided to NFO.	ANU, BGI, BZ, JM, SVG	FAO [Lead], CNFO, CIRP, NFO-FDs.					
	1.1.2.3: Develop ICT best practices for NFOs, along with ICT training to meet NFO proficiency standards															Development and documentation of ICT best practices for NFOs, with ICT training delivered to meet proficiency standards.	ANU, BGI, BZ, JM, SVG	CIRP [Lead], CNFO [Co-lead], NFO-FDs, FAO					
Output 1.1.3: Capacity for policy engagement, and of women as leaders, is strengthened	1.1.3.1: Conduct national workshops to improve NFO engagement in fisheries policy														National workshop conducted to improve NFO engagement in fisheries policy.	ANU, BGI, GY, JM, SLU, SVG	CERMES [Lead], CNFO, CIRP, CRFM Sec., FAO.						
	1.1.3.2: Conduct gender analysis to identify the capacity gaps of men and women, especially youth, in relation to fisherfolk leadership														Report on gender analysis with capacity gaps of men and women, especially youth, in relation to fisherfolk leadership.	GY, BGI, JM, SVG	CERMES/GIFT/ Dame Nita Barrow Unit [Lead], CNFO, CRFM Sec., NFO-FDs, FAO.		Number of FFO leaders trained in policy engagement, disaggregated by sex	5 FFO leaders (4 men, 1 woman)	20 FFO leaders (15 men, 5 women)	40 FFO leaders (25 men, 15 women)	

Component/ Outcome/ Output	Activities	2018					2019					Output	Countries	Responsible [Lead organisation in bold]	Budget	Indicators	Baseline	Mid-Term	Final		
		July	August	September	October	November	December	January	February	March	April									May	June
	1.1.3.3: Develop and offer training on leadership for women and youth informed by gender analysis														GY, BGI, JM, SVG	CERMES/GIFT/ Dame Nita Barrow Unit [Lead] , CNFO, CRFM Sec., NFO-FDs, FAO.					
	Outcome 1.2 Fisheries-related state agencies have capacity to support fishing industry stewardship																Number of fisheries-related state agencies that participate in FFO support capacity development activities	3 fisheries related state agencies	5 agencies	7 agencies	
																	Number of participating fisheries-related state agencies that report positive change due to FFO support capacity development activities	0 fisheries related state agencies	5 agencies	7 agencies	
Output 1.2.1: State agency implementation gaps assessed regarding support for fisherfolk organizations and their role	1.2.1.1 Conduct institutional analysis and organizational assessment in key fisheries-related state														ANU, BGI, BZ, GY, JM, SLU, SVG	CERMES [Lead], CRFM Sec. [Co-lead] , CNFO, CIRP, NFO-FDs, FAO.		Number of fisheries-related state agencies that complete the gap analyses	0 fisheries related state agencies	5 agencies	7 agencies

Component/ Outcome/ Output	Activities	2018						2019						Output	Countries	Responsible [Lead organisation in bold]	Budget	Indicators	Baseline	Mid-Term	Final				
		July	August	September	October	November	December	January	February	March	April	May	June									July	August	September	October
in stewardshi p	agencies in the country and recommen d priority improvement																	with priority recommenda tions for improvement.							
Output 1.2.2: State agency prioritizati on capacity developed to support fisherfolk organizatio ns and roles in stewardshi	1.2.2.1 Undertake pilot projects to address priority implement ation gaps and adapt current practices																	Pilot projects conducted to address priority implementati on gaps and adapt current practices.	ANU , BGI, BZ, GY, JM, SLU , SVG	CRFM Sec. [Lead], CERMES, CNFO, CIRP, NFO-FDs, FAO.		Number of fisheries- related state agencies that participate in gap filling activities	0 fisheries related state agencies	5 agencie s	7 agencie s
Component 2: Enhancing ecosystem stewardship for fisheries sustainability																									
Outcome 2.1 Increased participatory Ecosystem Approach to Fisheries (EAF) application with focus on healthier habitats and pollution reduction																					Number of FFO leaders who engage in stewardship activities	5 FFO leaders (4 men, 1 woman)	20 FFO leaders (15 men, 5 women)	40 FFO leaders (25 men, 5 women)	
																					Number of FFO leaders who report positive change due to engagement	0 FFO leaders. No good data on participat ion rates or positive outcome s.			

Component/ Outcome/ Output	Activities	2018						2019						Output	Countries	Responsible [Lead organisation in bold]	Budget	Indicators	Baseline	Mid-Term	Final		
		July	August	September	October	November	December	January	February	March	April	May	June									July	August
Output 2.1.1 Fisherfolk engaged in the management of marine protected areas or other coastal uses	2.1.1.1 Train and mentor selected fisherfolk leaders to engage in coastal management generally															Selected Fisherfolk leaders trained and mentored to engage in coastal management generally	BGI, BZ, GY, JM, SLU, SVG	CANARI [Lead], CNFO, CERMES, CIRP, NFO-FDs, FAO.		Number of FFO leaders trained and mentored in EAF stewardship	5 FFO leaders (4 men, 1 woman)	20 FFO leaders (15 men, 5 women)	40 FFO leaders (25 men, 5 women)
	2.1.1.2 Conduct pilot projects to support fisherfolk engagement in coastal management																BGI, BZ, GY, JM, SLU, SVG	CANARI [Lead], CNFO, CERMES, CIRP, NFO-FDs, FAO.					
Output 2.1.2 Fisherfolks successfully applying EAF - supported by greater general public awareness of EAF	2.1.2.1 Train fisherfolk in specific EAF-based plans, providing gear, technology and skills to change their practices where required														Fisherfolk trained in specific EAF-based plans, with gear, technology and skills provided to change their practices, where required.	ANU, BGI, BZ, GY, JM, SLU, SVG	CERMES [Lead], CNFO, CIRP, NFO-FDs, CRFM Sec., FAO.		Number of EAF interventions that are undertaken by FFO leaders	0 FFO leaders. None doing this as yet.	10 FFO leaders (7 men, 3 women)	20 FFO leaders (15 men, 5 women)	
	2.1.2.2 Adapt international guidelines to produce codes of conduct														International guidelines adapted to produce codes of conduct and ethics based on EAF for	BGI, BZ, GY, JM, SLU, SVG	CERMES [Lead], CNFO, NFO-FDs, CRFM Sec., FAO.						

Component/ Outcome/ Output	Activities	2018						2019						Output	Countries	Responsible [Lead organisation in bold]	Budget	Indicators	Baseline	Mid-Term	Final									
		July	August	September	October	November	December	January	February	March	April	May	June									July	August	September	October	November	December			
s	that improve nutrition																													
	3.1.2.2 Examine public policy and private sector purchasing practices of seafood to improve consumption and intra-regional trade																	ANU, BGI, BZ, GY, JM, SLU, SVG		CANARI [Lead], CNFO, NFO-FDs, CRFM Sec., FAO.										
Component 4: Project management, monitoring and evaluation, and communication																														
Outcome 4.1 Good governance and learning for adaptation institutionalized among fisherfolk organisations																				Number of NFO participating in PM&E arrangements	0 NFO	5 NFO	7 NFO							
																			Number of NFO leaders who report learning due to engagement	0 NFO	5 NFO	7 NFO								

Component/ Outcome/ Output	Activities	2018					2019					Output	Countries	Responsible [Lead organisation in bold]	Budget	Indicators	Baseline	Mid-Term	Final											
		July	August	September	October	November	December	January	February	March	April									May	June	July	August	September	October	November	December			
Output 4.1.1 Improved results and learning through fisherfolk participatory monitoring and evaluation	4.1.1.1 Hold quarterly meeting of NICs, such as FAC, or the NFO and fisheries authority at which StewardFish review is on the agenda in each country and share the PM&E findings regionally																						Quarterly meeting of NICs, such as FAC, or the NFO and fisheries authority at which StewardFish review is on the agenda in each country being held, and findings being shared at regional PM&E sessions.	ANU , BGI, BZ, JM, SLU , SVG	CERMES [Lead], NFO- FDs, CNFO, CANARI, CRFM Sec., FAO.		Number of PM&E meetings held	0 meetings	10 meetings	20 meetings
Output 4.1.2 Annual project participant conferences, web site outputs and best practice guidelines for fisherfolk- centred PM&E based on learning- by-doing	4.1.2.1 Integrate the lessons learned into best practice guidelines and the products of CLME+ IW:LEARN etc.																						Lessons learned integrated into best practice guidelines and the products of CLME+ IW:LEARN etc.	ANU , BGI, JM, SLU , SVG	CERMES [Lead], NFO- FDs, CNFO, CANARI, CRFM Sec., FAO.		Number of lessons learned outputs shared regionally and globally	0 products	2 products	5 products
Output 4.1.3 Project Mid-Term Review and Final Evaluation	4.1.3.1 Undertake mid-term review and final evaluations																						Report of the mid-term review.	ANU , BGI, JM, SLU , SVG	FAO-SLC [Lead], CERMES, CANARI, CNFO, CRFM Sec., NFO-FDs, external			0 report	Mid-term review completed and shared with	

APPENDIX 6a – Project Work plan–LoA Mapping

Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish) project

Objective: Implement the CLME+ SAP within CRFM Member States by empowering fisherfolk throughout fisheries value chains to engage in resource management, decision-making processes and sustainable livelihoods with strengthened institutional support at all levels

Component/Outcome/Output	Activities	Output	Countries	Responsible [Lead/Co-lead in bold]	LOA
Component 1: Developing organisational capacity for fisheries governance					
Outcome 1.1: Fisherfolk have improved their organization capacity to meet objectives that enhance well-being					
Output 1.1.1: Leaders with strengthened capacity in management, administration, planning sustainable finance, leadership and other operational skills	1.1.1.1: Determine the priority training needs and delivery mechanisms shared by FFO	Report on the priority training areas and delivery mechanisms shared by FFOs.	ANU, BGI, BZ, GY, SLU, SVG	CANARI [Lead] , CNFO, CERMES, FAO/CDS, CIRP, NFO-FDs.	CANARI
	1.1.1.2: Develop practical training packages, including exchanges, to cover priorities	Practical training packages, including peer exchanges, to cover priorities.	ANU, BGI, BZ, GY, JM, SLU, SVG	CANARI [Lead], CERMES [Co-lead, if peer exchanges involved] , CNFO, FAO/CDS, CIRP, NFO-FDs.	CANARI
	<i>1.1.1.3: Deliver training, network capacity builders with NFOs to form a CNFO 'leadership institute'</i>	Development of a "leadership institute".	ANU, BGI, BZ, GY, SLU, SVG	CERMES [Lead] , CNFO, CANARI, FAO/CDS, CIRP, NFO-FDs.	CERMES
	<i>1.1.1.4: Conduct pilot projects for FFO management documenting lessons learned and best practices</i>	Pilot projects for FFO management conducted, and lessons learned and best practices documented.	ANU, BGI, GY, SLU, SVG	CANARI [Lead], CERMES [Co-lead] , CNFO, CIRP, FAO/CDS, NFO-FDs.	CANARI
Output 1.1.2: Information and communication technologies (ICT) used for good governance	1.1.2.1: Analyse NFO capacity in ICT and share exemplary best practices	Report on the analysis of NFO capacity in ICT, with best practices.	ANU, BGI, BZ, SLU, SVG	CIRP [Lead], CNFO [Co-lead] , NFO-FDs.	CIRP
	1.1.2.2: Provide hardware and software to NFO requiring ICT	Basic ICT hardware and software provided to NFO.	ANU, BGI, BZ, JM, SVG	FAO [Lead] , CNFO, CIRP, NFO-FDs.	FAO
	1.1.2.3: Develop ICT best practices for NFOs, along with ICT training to meet NFO proficiency standards	Development and documentation of ICT best practices for NFOs, with ICT training delivered to meet proficiency standards.	ANU, BGI, BZ, JM, SVG	CIRP [Lead], CNFO [Co-lead] , NFO-FDs, FAO	CIRP
Output 1.1.3: Capacity for policy engagement, and of	1.1.3.1: Conduct national workshops to improve NFO engagement in fisheries policy	National workshop conducted to improve NFO engagement in fisheries.	ANU, BGI, GY, JM, SLU, SVG	CERMES [Lead] , CNFO, CIRP, CRFM Sec., FAO.	CERMES

Component/Outcome/Output	Activities	Output	Countries	Responsible [Lead/Co-lead in bold]	LOA
women as leaders, is strengthened	1.1.3.2: Conduct gender analysis to identify the capacity gaps of men and women, especially youth, in relation to fisherfolk leadership	Report on gender analysis with capacity gaps of men and women, especially youth, in relation to fisherfolk leadership.	BGI, GY, JM, SVG	CERMES/GIFT/Dame Nita Barrow Unit [Lead], CNFO, CRFM Sec., NFO-FDs, FAO.	CERMES
	1.1.3.3: Develop and offer training on leadership for women and youth informed by gender analysis	Development of and delivery of training modules on leadership for men and women, including youth, based on gender analysis.	BGI, GY, JM, SVG	CERMES/GIFT/Dame Nita Barrow Unit [Lead], CNFO, CRFM Sec., NFO-FDs, FAO.	CERMES
Outcome 1.2 Fisheries-related state agencies have capacity to support fishing industry stewardship					
Output 1.2.1: State agency implementation gaps assessed regarding support for fisherfolk organizations and their role in stewardship	1.2.1.1 Conduct institutional analysis and organizational assessment in key fisheries-related state agencies in the country and recommend priority improvement	Report on the institutional analysis and organizational assessment of key fisheries-related state agencies in the country, with priority recommendations for improvement.	ANU, BGI, BZ, GY, JM, SLU, SVG	CERMES [Lead], CRFM Sec. [Co-lead], CNFO, CIRP, NFO-FDs, FAO.	CERMES
Output 1.2.2: State agency prioritization capacity developed to support fisherfolk organizations and roles in stewardship	1.2.2.1 Undertake pilot projects to address priority implementation gaps and adapt current practices	Pilot projects conducted to address priority implementation gaps and adapt current practices.	ANU, BGI, BZ, GY, JM, SLU, SVG	CRFM Sec. [Lead], CERMES, CNFO, CIRP, NFO-FDs, FAO.	CRFM Sec.
Component 2: Enhancing ecosystem stewardship for fisheries sustainability					
Outcome 2.1 Increased participatory Ecosystem Approach to Fisheries (EAF) application with focus on healthier habitats and pollution reduction					
Output 2.1.1 Fisherfolk engaged in the management of marine protected areas or other coastal uses	2.1.1.1 Train and mentor selected fisherfolk leaders to engage in coastal management generally	Selected Fisherfolk leaders trained and mentored to engage in coastal management generally.	BGI, BZ, GY, JM, SLU, SVG	CANARI [Lead], CNFO, CERMES, CIRP, NFO-FDs, FAO.	CANARI
	2.1.1.2 Conduct pilot projects to support fisherfolk engagement in coastal management	Pilot projects conducted to support fisherfolk engagement in coastal management.	BGI, BZ, GY, JM, SLU, SVG	CANARI [Lead], CNFO, CERMES, CIRP, NFO-FDs, FAO.	CANARI
Output 2.1.2 Fisherfolks successfully applying EAF - supported by greater general public awareness of EAF	2.1.2.1 Train fisherfolk in specific EAF-based plans, providing gear, technology and skills to change their practices where required	Fisherfolk trained in specific EAF-based plans, with gear, technology and skills provided to change their practices, where required.	ANU, BGI, BZ, GY, JM, SLU, SVG	CERMES [Lead], CNFO, CIRP, NFO-FDs, CRFM Sec., FAO.	CERMES

Component/Outcome/Output	Activities	Output	Countries	Responsible [Lead/Co-lead in bold]	LOA
	2.1.2.2 Adapt international guidelines to produce codes of conduct and ethics based on EAF for local and national FFO	International guidelines adapted to produce codes of conduct and ethics based on EAF for local and national FFO.	BGI, BZ, GY, JM, SLU, SVG	CERMES [Lead] , CNFO, NFO-FDs, CRFM Sec., FAO.	CERMES
	2.1.2.3 Use social media and low-cost communication to increase public awareness of EAF practices	Social media and low-cost communication used to increase public awareness of EAF practices.	ANU, BGI, BZ, GY, JM, SLU, SVG	CERMES [Lead] , CNFO, CIRP, NFO-FDs, CRFM Sec., FAO.	CERMES
Component 3: Securing sustainable livelihoods for food and nutrition security					
Outcome 3.1: Livelihoods throughout fisheries value chains balance development with conservation for food and nutrition security					
Output 3.1.1 Schemes for sustainable fisheries livelihoods reviewed in order to learn from them and adapt future activities	3.1.1.1 Compile and analyse data and information from livelihoods and socio-economic projects in order to learn from fisherfolk perspectives	Report on the compilation and analyse of data and information from livelihoods and socio-economic projects in order to learn from fisherfolk perspectives.	ANU, BGI, BZ, GY, SLU, SVG	CANARI [Lead] , CNFO, CRFM Sec., CIRP, NFO-FDs, FAO.	CANARI
	3.1.1.2 Prepare and communicate best practices based on the results of the livelihoods projects analyses	Based on the results of the livelihoods projects analyses, best practices prepared and communicated.	ANU, BGI, BZ, GY, SVG	CANARI [Lead] , CNFO, NFO-FDs, CIRP, FAO.	CANARI
	3.1.1.3 Create profiles for fisheries livelihoods to integrate into training for fisherfolk implementation of EAF	Profiles created for fisheries livelihoods to integrate into training for fisherfolk implementation of EAF.	ANU, BGI, BZ, GY, JM, SVG	CANARI [Lead] , CNFO, NFO-FDs, FAO.	CANARI
Output 3.1.2. Use of local fish in healthy diets promoted through public policies and private enterprises	3.1.2.1 Analyse fisheries value chains and opportunities for new marketing and distribution seafood products that improve nutrition	Report on the analysis of fisheries value chains and opportunities for new marketing and distribution seafood products that would improve nutrition.	ANU, BGI, BZ, GY, JM, SLU, SVG	CANARI [Lead] , CNFO, NFO-FDs, CIRP, CRFM Sec., FAO.	CANARI
	3.1.2.2 Examine public policy and private sector purchasing practices of seafood to improve consumption and intra-regional trade	Report on the examination of public policy and private sector purchasing practices of seafood to improve consumption and intra-regional trade.	ANU, BGI, BZ, GY, JM, SLU, SVG	CANARI [Lead] , CNFO, NFO-FDs, CRFM Sec., FAO.	CANARI
Component 4: Project management, monitoring and evaluation, and communication					
Outcome 4.1 Good governance and learning for adaptation institutionalized among fisherfolk organisations					

Component/Outcome/Output	Activities	Output	Countries	Responsible [Lead/Co-lead in bold]	LOA
Output 4.1.1 Improved results and learning through fisherfolk participatory monitoring and evaluation	4.1.1.1 Hold quarterly meeting of NICs, such as FAC, or the NFO and fisheries authority at which StewardFish review is on the agenda in each country and share the PM&E findings regionally	Quarterly meeting of NICs, such as FAC, or the NFO and fisheries authority at which StewardFish review is on the agenda in each country held, and findings shared at regional PM&E sessions.	ANU, BGI, BZ, JM, SLU, SVG	CERMES [Lead] , NFO-FDs, CNFO, CANARI, CRFM Sec., FAO.	CERMES
Output 4.1.2 Annual project participant conferences, web site outputs and best practice guidelines for fisherfolk-centred PM&E based on learning-by-doing	4.1.2.1 Integrate the lessons learned into best practice guidelines and the products of CLME+ IW:LEARN etc.	Lessons learned integrated into best practice guidelines and the products of CLME+ IW:LEARN, etc.	ANU, BGI, JM, SLU, SVG	CERMES [Lead] , NFO-FDs, CNFO, CANARI, CRFM Sec., FAO.	CERMES
Output 4.1.3 Project Mid-Term Review and Final Evaluation	4.1.3.1 Undertake mid-term review	Report of the mid-term review.	ANU, BGI, JM, SLU, SVG	FAO-SLC [Lead] , CERMES, CANARI, CNFO, CRFM Sec., NFO-FDs, external consultants.	FAO-SLC
	4.1.3.2 Undertake final evaluations	Report of the final evaluation.	ANU, BGI, JM, SLU, SVG	FAO Independent Evaluation Unit [Lead] , FAO-SLC, CERMES, CANARI, CRFM Sec., NFO-FDs	FAO Independent Evaluation Unit

APPENDIX 6b – Work plan–LoA Mapping [18 months]

Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish) project

Objective: Implement the CLME+ SAP within CRFM Member States by empowering fisherfolk throughout fisheries value chains to engage in resource management, decision-making processes and sustainable livelihoods with strengthened institutional support at all levels

Component/Outcome/Output	Activities	Output	Countries	Responsible [Lead/Co-Lead in bold]	LOA
Component 1: Developing organisational capacity for fisheries governance					
Outcome 1.1: Fisherfolk have improved their organization capacity to meet objectives that enhance well-being					
Output 1.1.1: Leaders with strengthened capacity in management, administration, planning sustainable finance, leadership and other operational skills	1.1.1.1: Determine the priority training needs and delivery mechanisms shared by FFO	Report on the priority training areas and delivery mechanisms shared by FFOS.	ANU, BGI, BZ, GY, SLU, SVG	CANARI [Lead] , CNFO, CERMES, FAO/CDS, CIRP, NFO-FDs.	CANARI
	1.1.1.2: Develop practical training packages, including exchanges, to cover priorities	Practical training packages, including peer exchanges, to cover priorities.	ANU, BGI, BZ, GY, JM, SLU, SVG	CANARI [Lead] , CERMES [Co-lead] , if exchanges involved), CNFO, FAO/CDS, CIRP, NFO-FD.	CANARI
	1.1.1.3: Deliver training, network capacity builders with NFOs to form a CNFO 'leadership institute'	Development of a "leadership institute".	ANU, BGI, BZ, GY, SLU, SVG	CERMES [Lead] , CNFO, CANARI, FAO/CDS, CIRP, NFO-FDs.	CERMES
	1.1.1.4: Conduct pilot projects for FFO management documenting lessons learned and best practices	Pilot projects for FFO management being conducted and lessons learned and best practices being documented.	ANU, BGI, GY, SLU, SVG	CANARI [Lead] , CERMES [Co-lead] , CNFO, CIRP, FAO/CDS, NFO-FDs.	CANARI
Output 1.1.2: Information and communication technologies (ICT) used for good governance	1.1.2.1: Analyse NFO capacity in ICT and share exemplary best practices	Report on the analysis of NFO capacity in ICT, with best practices.	ANU, BGI, BZ, SLU, SVG	CIRP [Lead] , CNFO [Co-lead] , NFO-FDs.	CIRP
	1.1.2.2: Provide hardware and software to NFO requiring ICT	Basic ICT hardware and software provided to NFO.	ANU, BGI, BZ, JM, SVG	FAO [Lead] , CNFO, UWI-CIRP, NFO-FDs.	FAO
	1.1.2.3: Develop ICT best practices for NFOs, along with ICT training to meet NFO proficiency standards	Development and documentation of ICT best practices for NFOs, with ICT training delivered to meet proficiency standards.	ANU, BGI, BZ, JM, SVG	CIRP [Lead] , CNFO [Co-lead] , NFO-FDs, FAO	CIRP
Output 1.1.3: Capacity for policy engagement, and of women as leaders, is strengthened	1.1.3.1: Conduct national workshops to improve NFO engagement in fisheries policy	National workshop conducted to improve NFO engagement in fisheries.	ANU, BGI, GY, JM, SLU, SVG	CERMES [Lead] , CNFO, CIRP, CRFM Sec., FAO.	CERMES

Component/Outcome/Output	Activities	Output	Countries	<i>Responsible</i> [Lead/Co-Lead in bold]	LOA
	1.1.3.2: Conduct gender analysis to identify the capacity gaps of men and women, especially youth, in relation to fisherfolk leadership	Report on gender analysis with capacity gaps of men and women, especially youth, in relation to fisherfolk leadership.	BGI, GY, JM, SVG	CERMES/GIFT/Dame Nita Barrow Unit [Lead] , CNFO, CRFM Sec., NFO-FDs, FAO.	CERMES
	1.1.3.3: Develop and offer training on leadership for women and youth informed by gender analysis		BGI, GY, JM, SVG	CERMES/GIFT/Dame Nita Barrow Unit [Lead] , CNFO, CRFM Sec., NFO-FDs, FAO.	CERMES
Outcome 1.2 Fisheries-related state agencies have capacity to support fishing industry stewardship					
Output 1.2.1: State agency implementation gaps assessed regarding support for fisherfolk organizations and their role in stewardship	1.2.1.1 Conduct institutional analysis and organizational assessment in key fisheries-related state agencies in the country and recommend priority improvement	Report on the institutional analysis and organizational assessment of key fisheries-related state agencies in the country, with priority recommendations for improvement.	ANU, BGI, BZ, GY, JM, SLU, SVG	CERMES [Lead] CRFM Sec. [Co-lead], CNFO, CIRP, NFO-FDs, FAO.	CERMES
Output 1.2.2: State agency prioritization capacity developed to support fisherfolk organizations and roles in stewardship	1.2.2.1 Undertake pilot projects to address priority implementation gaps and adapt current practices	Pilot projects conducted to address priority implementation gaps and adapt current practices.	ANU, BGI, BZ, GY, JM, SLU, SVG	CRFM Sec. [Lead] , CERMES, CNFO, CIRP, NFO-FDs, FAO.	CRFM Sec.
Component 2: Enhancing ecosystem stewardship for fisheries sustainability					
Outcome 2.1 Increased participatory Ecosystem Approach to Fisheries (EAF) application with focus on healthier habitats and pollution reduction					
Output 2.1.1 Fisherfolk engaged in the management of marine protected areas or other coastal uses	2.1.1.1 Train and mentor selected fisherfolk leaders to engage in coastal management generally	Selected Fisherfolk leaders trained and mentored to engage in coastal management generally	BGI, BGI, BZ, GY, JM, SLU, SVG	CANARI [Lead] , CNFO, CERMES, CIRP, NFO-FDs, FAO.	CANARI
	2.1.1.2 Conduct pilot projects to support fisherfolk engagement in coastal management		BGI, BZ, GY, JM, SLU, SVG	CANARI [Lead] , CNFO, CERMES, CIRP, NFO-FDs, FAO.	CANARI
Output 2.1.2 Fisherfolks successfully applying EAF - supported by greater general public awareness of EAF	2.1.2.1 Train fisherfolk in specific EAF-based plans, providing gear, technology and skills to change their practices where required	Fisherfolk trained in specific EAF-based plans, with gear, technology and skills provided to change their practices, where required.	ANU, BGI, BZ, GY, JM, SLU, SVG	CERMES [Lead] , CNFO, CIRP, NFO-FDs, CRFM Sec., FAO.	CERMES

Component/Outcome/Output	Activities	Output	Countries	Responsible [Lead/Co-Lead in bold]	LOA
	2.1.2.2 Adapt international guidelines to produce codes of conduct and ethics based on EAF for local and national FFO	International guidelines adapted to produce codes of conduct and ethics based on EAF for local and national FFO.	BGI, BZ, GY, JM, SLU, SVG	CERMES [Lead] , CNFO, NFO-FDs, CRFM Sec., FAO.	CERMES
	2.1.2.3 Use social media and low-cost communication to increase public awareness of EAF practices	Social media and low-cost communication being used to increase public awareness of EAF practices.	ANU, BGI, BZ, GY, JM, SLU, SVG	CERMES [Lead] , CNFO, CIRP, NFO-FDs, CRFM Sec., FAO.	CERMES
Component 3: Securing sustainable livelihoods for food and nutrition security					
Outcome 3.1: Livelihoods throughout fisheries value chains balance development with conservation for food and nutrition security					
Output 3.1.1 Schemes for sustainable fisheries livelihoods reviewed in order to learn from them and adapt future activities	3.1.1.1 Compile and analyse data and information from livelihoods and socio-economic projects in order to learn from fisherfolk perspectives	Report on the compilation and analyse of data and information from livelihoods and socio-economic projects in order to learn from fisherfolk perspectives.	ANU, BGI, BZ, GY, SLU, SVG	CANARI [Lead] , CNFO, CRFM Sec., CIRP, NFO-FDs, FAO.	CANARI
	3.1.1.2 Prepare and communicate best practices based on the results of the livelihoods projects analyses	Based on the results of the livelihoods projects analyses, best practices being prepared and communicated.	ANU, BGI, BZ, GY, SLU, SVG	CANARI [Lead] , CNFO, NFO-FDs, CIRP, FAO.	CANARI
	3.1.1.3 Create profiles for fisheries livelihoods to integrate into training for fisherfolk implementation of EAF	Profiles created for fisheries livelihoods to integrate into training for fisherfolk implementation of EAF	ANU, BGI, BZ, GY, JM, SLU, SVG	CANARI [Lead] , CNFO, NFO-FDs, FAO.	CANARI
Output 3.1.2. Use of local fish in healthy diets promoted through public policies and private enterprises	3.1.2.1 Analyse fisheries value chains and opportunities for new marketing and distribution seafood products that improve nutrition	Report on the analysis of fisheries value chains and opportunities for new marketing and distribution seafood products that would improve nutrition.	ANU, BGI, BZ, GY, JM, SLU, SVG	CANARI [Lead] , CNFO, NFO-FDs, CIRP, CRFM Sec., FAO.	CANARI
	3.1.2.2 Examine public policy and private sector purchasing practices of seafood to improve consumption and intra-regional trade		ANU, BGI, BZ, GY, JM, SLU, SVG	CANARI [Lead] , CNFO, NFO-FDs, CRFM Sec., FAO.	CANARI
Component 4: Project management, monitoring and evaluation, and communication					
Outcome 4.1 Good governance and learning for adaptation institutionalized among fisherfolk organisations					

Component/Outcome/Output	Activities	Output	Countries	<i>Responsible</i> <i>[Lead/Co-Lead in bold]</i>	<i>LOA</i>
Output 4.1.1 Improved results and learning through fisherfolk participatory monitoring and evaluation	4.1.1.1 Hold quarterly meeting of NICs, such as FAC, or the NFO and fisheries authority at which StewardFish review is on the agenda in each country and share the PM&E findings regionally	Quarterly meeting of NICs, such as FAC, or the NFO and fisheries authority at which StewardFish review is on the agenda in each country being held, and findings being shared at regional PM&E sessions.	ANU, BGI, BZ, JM, SLU, SVG	CERMES [Lead], NFO-FDs, CNFO, CANARI, CRFM Sec., FAO.	CERMES
Output 4.1.2 Annual project participant conferences, web site outputs and best practice guidelines for fisherfolk-centred PM&E based on learning-by-doing	4.1.2.1 Integrate the lessons learned into best practice guidelines and the products of CLME+ IW:LEARN etc.	Lessons learned integrated into best practice guidelines and the products of CLME+ IW:LEARN etc.	ANU, BGI, JM, SLU, SVG	CERMES [Lead], NFO-FDs, CNFO, CANARI, CRFM Sec., FAO.	CERMES
Output 4.1.3 Project Mid-Term Review and Final Evaluation	4.1.3.1 Undertake mid-term review	Report of the mid-term review.	ANU, BGI, JM, SLU, SVG	FAO-SLC [Lead], CERMES, CANARI, CNFO, CRFM Sec., NFO-FDs, external consultants.	FAO-SLC
	4.1.3.2 Undertake final evaluations		ANU, BGI, JM, SLU, SVG		FAO Independent Evaluation Unit

The *Inception Workshop for the Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries* (StewardFish) project was convened at United Nations House, in Barbados, from 13 to 14 September 2018. It was aimed at bringing together key partners and stakeholders who would be involved in the delivery of the project to ensure that there was a common understanding of the project objectives, components, outcomes, outputs and planned activities as well as the roles and responsibilities of all partners. The approach to delivering the workshop which was participatory and interactive, involving plenary presentations and discussions and small group work, while drawing on participants' knowledge and experiences on the topics being addressed, contributed to the achievement of the overall objective and required outputs.

The achievements of the workshop included (i) review and agreement on the project institutional and implementation arrangements; (ii) review and agreement on the project components, outcomes, outputs and planned activities and the results matrix; (iii) review and adjustments to country work plans; (iv) mapping out of the LOAs; and (iv) review and agreement on the monitoring and evaluation mechanism.

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