



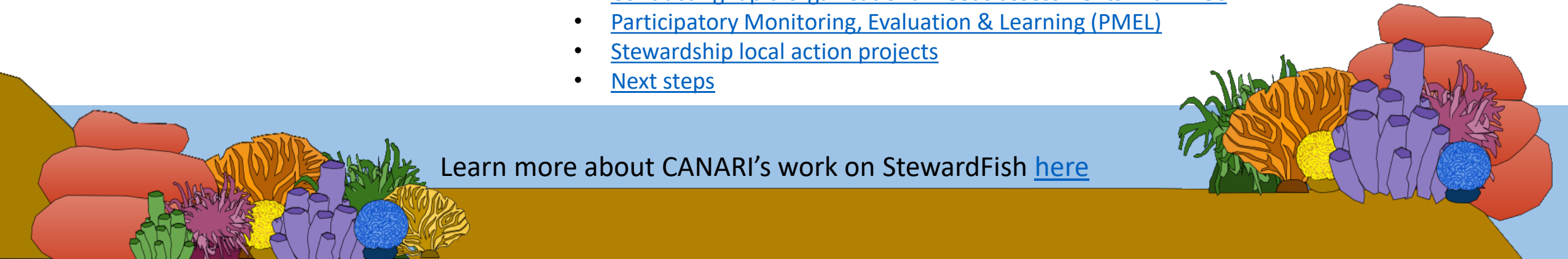
Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish)

Report of the Caribbean Fisherfolk Mentors Training Workshop

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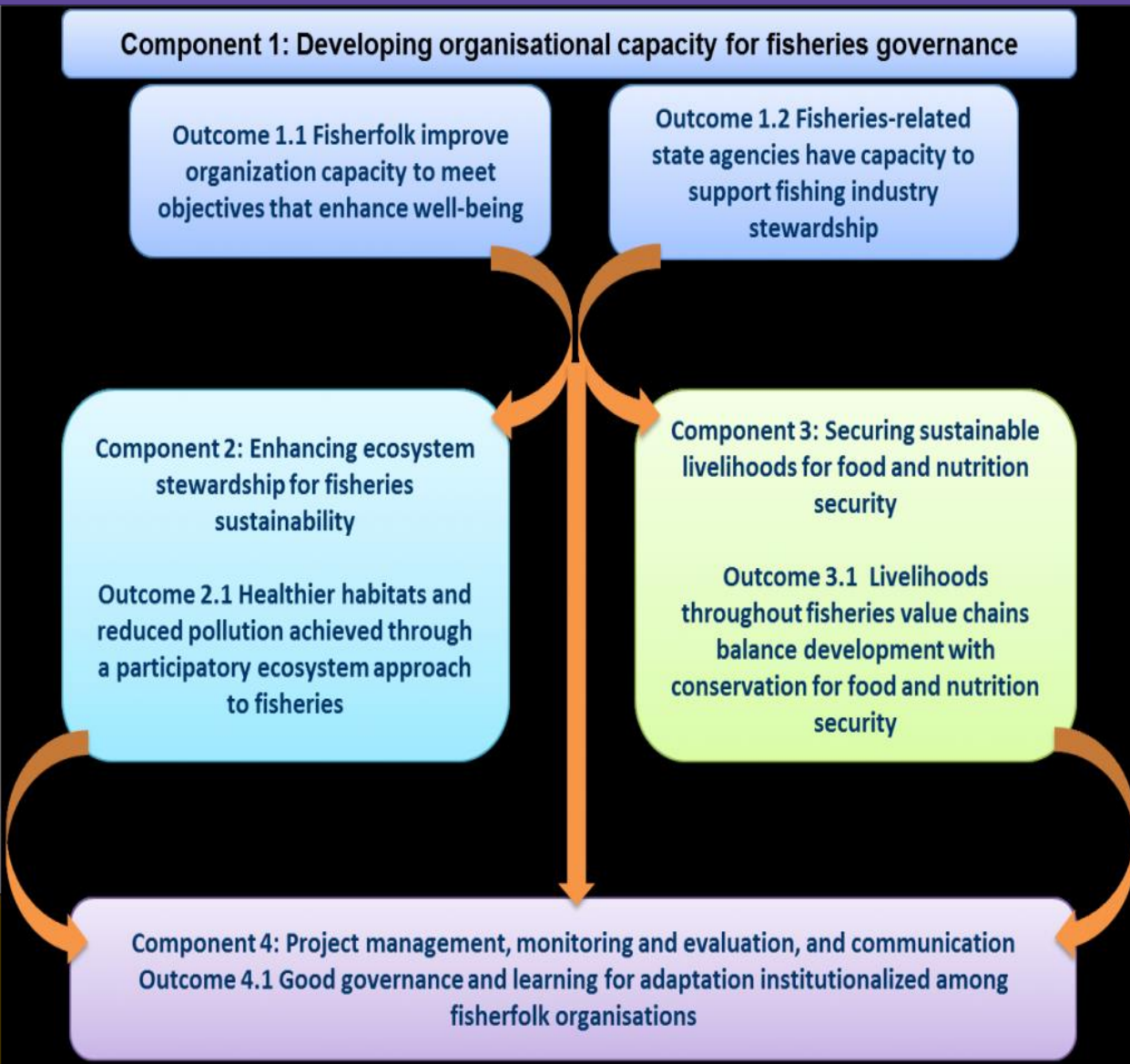
Learn more about CANARI's work on StewardFish [here](#)



Overview of the StewardFish project

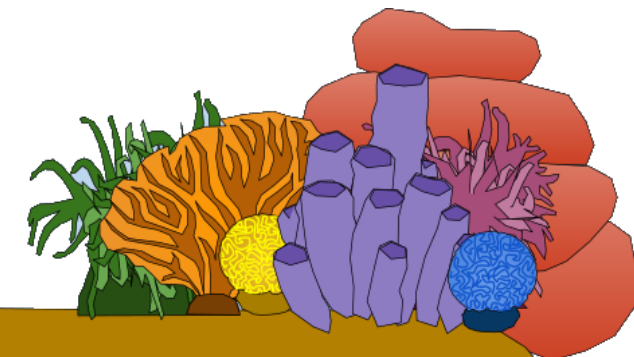
- **Project title:** Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish) project
- **Project objective:** To implement the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+) Strategic Action Plan (SAP) within Caribbean Regional Fisheries Mechanism (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.
- **Funded by:** Global Environment Facility (GEF)
- **Implementing agency:** United Nations Food and Agriculture Organisation (FAO)
- **Executing partners:**
 - Fisheries Division(s) of Antigua and Barbuda, Barbados, Belize, Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines
 - [Caribbean ICT Research Programme of the University of the West Indies \(UWI-CIRP\)](#)
 - [Caribbean Natural Resources Institute \(CANARI\)](#)
 - [Caribbean Network of Fisherfolk Organisations \(CNFO\)](#)
 - [Caribbean Regional Fisheries Mechanism \(CRFM\)](#)
 - [Centre for Resource Management and Environmental Studies of the University of the West Indies \(UWI-CERMES\)](#)
 - [Western Central Atlantic Fishery Commission \(WECAFC\)](#)
- **Timeframe:** 1 May, 2018 to 30 April, 2021
- **Total Budget:** USD 1,776, 484
- **Project countries:** Antigua and Barbuda, Barbados, Belize, Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines

Overview of the StewardFish project



StewardFish has 4 project Components

The Mentors training workshop contributed to Outcomes 1.1 and 1.2 under Component 1



Overview of Component 1 of StewardFish

The objective of Component 1 is to **develop organisational capacity for fisheries governance.**

- To achieve this objective, the StewardFish project will focus on capacity building of FFOs and national fisheries-related state agencies. The project seeks to:

Improve fisherfolk organisation capacity to meet objectives that enhance well-being.

- Leaders with strengthened capacity in management, administration, planning sustainable finance, leadership and other operational skills.
- Information and communication technologies (ICT) used for good governance
- Capacity for policy engagement, and of women as leaders, is strengthened

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

- State agency implementation gaps assessed regarding support for fisherfolk organisations and their role in stewardship
- Capacity of state agencies enhanced to support stewardship by fisherfolk organisations

Overview of the Regional Mentors Training Workshop

Who?

23 representatives including 7 Mentors, 6 Mentees (National/Lead Primary FFOs) and 10 Fisheries Department representatives from the project countries: Antigua and Barbuda, Barbados, Belize, Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines.

Why?

To orient the mentors, FFO representatives and lead contacts from fisheries agencies to conduct organisational capacity assessments for FFOs, provide FFO organisational strengthening and participatory institutional mechanisms for effective collaboration between fisheries-related agencies and FFOs.

How?

A four-day training workshop from 29th October – 1 November 2019, in St. Vincent and the Grenadines facilitated by CANARI.

Results

The 23 representatives who participated in the training workshop:

- ✓ Strengthened their skills and knowledge in conducting organisational needs assessments, financial sustainability for fisherfolk organisations, good governance, participatory monitoring, evaluation and learning – particularly in the context of capacity building for stewardship practical actions.
- ✓ Benefited from peer learning through sharing experiences and perspectives as professionals within fisheries agencies and fisherfolk organisations along with their country mentors.
- ✓ Strengthened their relationships with each other which has benefits for regional sharing and learning as the project progresses.

Setting the scene: Fisheries in your country

Teams were engaged in small group work to discuss the state of fisheries within their respective countries

Mentors, fisheries department representatives and fisherfolk leaders assembled into country groups and partners (CERMES, CNFO, FAO) assembled into a separate group. Groups discussed the state of fisheries in their respective countries, while partners discussed the regional state of fisheries. Teams highlighted resources, issues, assets and possibilities including:

Resources:

- Multi-fisheries: small coastal pelagic, lobster, conch, large pelagic, demersal
- Legal framework: policies, acts

Issues:

- Inadequate communication
- Overfishing
- Pollution
- Poaching
- Climate Change
- Sargassum influxes
- Inadequate enforcement
- Poor organisational management
- Larceny
- Human activities

Benefits:

- Food and nutrition
- Cultural importance
- Foreign exchange
- Employment
- Tourism

Possibilities:

- Proper management can achieve sustainable resources
- Stewardship needed
- Partnerships
- Enacting, Enforcing, Legislation
- Training grants

What is Stewardship?

Participants brainstormed in small group sessions to provide feedback on:

WHO or what is an ecosystem steward?	WHAT does an ecosystem steward do?	What is the GOAL of ecosystem stewardship?	What is one EXAMPLE of ecosystem stewardship from one of your countries?
WHO?	WHAT?	GOAL	EXAMPLE
<ul style="list-style-type: none"> • Coastal communities • All stakeholders • Fisherfolk • Politicians • Tourists • Consumers • Fisheries Agencies • Youth • Judiciary 	<ul style="list-style-type: none"> • Promote best practices • Advocate • Conserve/Protect • Educate/Communicate • Enforces rules/monitors • Practices sustainable use • Manage • Participates in decision-making • Responsible Use <div data-bbox="542 1239 884 1372" style="text-align: center;">  <p>Match WHO + WHAT</p> </div>	<ul style="list-style-type: none"> • To maximise benefits to society (in the long term) • To achieve the Sustainable Development Goals (SDGs) • Sustainability • Commitment/Responsibility • Set and achieve economic goals • Healthy ecosystems • Strengthened partnerships • To manage/maintain ecosystem goods and services • Sustainable livelihoods 	<ul style="list-style-type: none"> • Co-management of sea-urchin fishery in Saint Lucia • Beach clean-ups that engage youth in Barbados • MPAs (Marine Protected Areas), MMAs (Marine Managed Areas) • Fishing ground rotation • Restricting the number of boats in a fishery

What is Stewardship?

Based on small group discussions and stewardship definitions from literature participants agreed on the following working definition of ecosystem stewardship:

A working definition of “ecosystem stewardship”

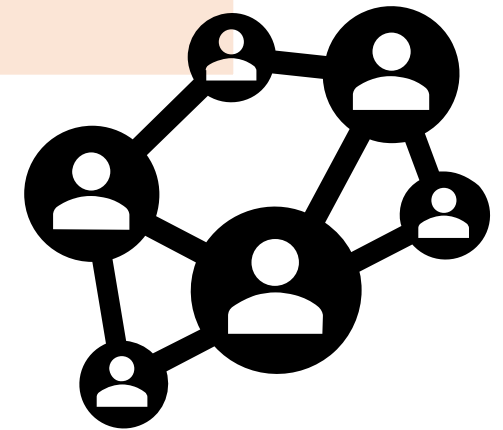
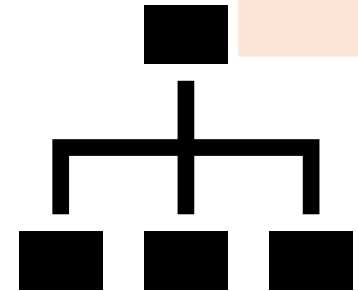
Who?	What?	Why?
Individuals, groups or networks of actors...	Responsibly using, caring for, protecting, conserving, restoring and managing ecosystems...	To achieve environmental and social outcomes for the benefit of society, future generations and other species, as well as of private needs.



Exploring institutions that enable stewardship in Caribbean small-scale fisheries

Institutional systems can either empower or constrain the sense of agency, available options and capacity of would-be stewards (Bennett et.al 2018)

“An institution is the set of arrangements for making decisions about the development, management, and use of a natural resource, including the stakeholders, as well as, the laws, formal and informal policies, plans and structures that guide how these stakeholders interact with each other and with the resources” (CANARI 2011).



Key attributes of a fisheries-related institution that supports ecosystem stewardship

During a plenary discussion, participants identified the following key attributes that they believe support ecosystem stewardship in small-scale fisheries in their countries.



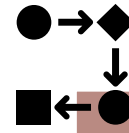
Laws and policies

- Fisheries Policy
- Fisheries Management Plan
- Fisheries Legislation
- Regulations



Organisations and networks

- Fisheries agencies
- Other relevant Government agencies
- Fisherfolk Organisations
- National Fisherfolk Organisations
- Other CSOs
- Capacities



Processes and practices

- Local ownership
- Multi-stakeholder approach
- Stakeholder capacities
- Implementation at site level



Structures and relationships

- Compatibility of management measures
- Fisheries Advisory Committee (FAC)
- National Intersectoral Committees (NICs)

CANARI's Tool on Organisational Capacity Assessment of Fisherfolk Organisations

Strong fisherfolk organisations are better able to be effective stewards...

CANARI is currently drafting a **toolkit to support strengthening of civil society organisations including FFOs**. One of the tools in the toolkit will be an organisational assessment that explores 5 key areas for organisational strengthening.

The tool will be provided to **Mentors** working with fisherfolk organisations in the 7 target countries, as a **practical guide** to assist them in assessing the organisational capacity of their mentee FFOs, so that they can be more effective including as **stewards** of fisheries in their countries.

- The Regional Mentors Training Workshop was used as an opportunity to train the Mentors, FFOs and fisheries agencies representatives in the target countries in the use of the tool and elicit their feedback on the various sections in the tool.
- Based on the training provided, the tool will be used by Mentors to assess the strengths and areas for improvement in their mentee FFOs.

The tool includes sections dealing with the following 5 organisational capacity areas.

Section 1: Planning, Monitoring, Evaluation and Learning

Section 2: Resources and Capacity

Section 3: Governance

Section 4: Management

Section 5: Stakeholder engagement and partnerships



The five capacity areas in CANARI's organisational assessment tool

Planning, monitoring, evaluation and learning	Resources / capacity	Governance	Management	Stakeholder engagement and partnerships
<ol style="list-style-type: none"> 1. Clarity of purpose 2. High-level plans for achieving purpose 3. Operational planning 4. Monitoring, evaluation and learning 	<ol style="list-style-type: none"> 1. Human resource management 2. Financial resources management 3. Material resources (ICT, facilities, equipment) 	<ol style="list-style-type: none"> 1. Legal status 2. Board structure, orientation and policies 3. Role of the Board in governance and strategic leadership 4. Board meetings 5. Board accountability 6. Leadership and decision-making 7. Organisational values 	<ol style="list-style-type: none"> 1. Structure 2. Systems (other than financial and human resources) 	<ol style="list-style-type: none"> 1. Stakeholder engagement 2. Partnerships 3. Communication (external)



Each capacity area has best practice targets and probing questions within the tool.

Financial Sustainability for FFOs – developing a sustainable financing strategy

Key challenges to be overcome

Unrestricted funding to cover administrative costs



Stable long-term financing



What is financial sustainability?

The ongoing ability of the organisation to have enough resources to work towards its vision

A financing strategy guides a coordinated effort to reach your destination

What is in a financing strategy?

1. Where are you now?

- a) your current financial situation
- b) an analysis of the main risks and barriers to funding

2. Where do you want to be?

- a) your funding objectives and how these relate to your mission
- b) your specific targets for the next 3-5 years, including your ideal income mix (e.g. % income from each income source)

3. How will you get there?

- a) fundraising strategies to increase income + administrative funding
- b) strategies to manage expenditure
- c) your key funding relationships and any new relationships that will be essential to achieving your objectives
- d) any resources you need to achieve your financial objectives (people, skills, knowledge, networks, equipment)
- e) your reserves, fundraising, pricing and admin recovery policies

Financial Sustainability for FFOs – developing a sustainable financing strategy

When considering financial sustainability, Mentors should help Mentees consider...

Where are you now?

•**Current financial situation** –indicators and trends e.g.

- ✓ Sources of income (analysis of types, diversity and relative importance)
- ✓ Funding mix matrix
- ✓ Administrative expenditure and recovery
- ✓ Reserves

•**Risks and barriers** to fundraising

What financing is needed?

In the longer-term (3-5 years?):

- ✓ A **survival budget** –the bare minimum needed in order to continue functioning and to justify the existence of the FFO
- ✓ A **guaranteed budget** –the amount that is guaranteed income
- ✓ A **probable or working budget** –what the FFO confidently expects to raise or generate
- ✓ An **ideal or optimal budget** –this covers more ambitious projects and programmes that the FFO hopes it will be able to support

Where do you want to be?

Funding objectives e.g.

- ✓ Make effective use of funds raised
- ✓ Diversify sources of income
- ✓ Expand a source of income
- ✓ More funds for administrative costs
- ✓ More long-term funding
- ✓ Funding for innovation and learning

How will you get there?

Fundraising strategies e.g.

- ✓ Grant funding
- ✓ Earned income (goods and services)
- ✓ Membership fees
- ✓ Donations
- ✓ Investments

A FFO will have to assess the range of different fundraising strategies and determine which it will use based on appropriateness (to the need), feasibility (based on capacity, opportunities) and fit (to its mission, image, culture).

Financial Sustainability for FFOs: Developing a sustainable financing strategy

Participants worked in groups to identify some opportunities, needed capacities and pros and cons for the four fundraising strategies below:

Fundraising strategy	Opportunities/ideas	FFO capacities needed (pre-requisites)	Pros/advantages	Cons/disadvantages
Contracts for services	Expertise/resources held by the organisation: <ul style="list-style-type: none"> Spatial planning Facilitation Management 	<ul style="list-style-type: none"> Knowledge and experience Expertise 	<ul style="list-style-type: none"> Funding is unrestricted 	<ul style="list-style-type: none"> May increase work load
Renting or selling equipment or materials	<ul style="list-style-type: none"> Rental of projector equipment 	<ul style="list-style-type: none"> Technician to operate and service equipment Team member trained in managing equipment 	<ul style="list-style-type: none"> Revenue collection Other rental sources More promotion 	<ul style="list-style-type: none"> Lack of frequency in rental
Donations	<ul style="list-style-type: none"> Oil companies 	<ul style="list-style-type: none"> Proposal writing Effective communication skills Good standing (legitimacy) 	<ul style="list-style-type: none"> Funding may be unrestricted Easy access Simple reporting requirements 	<ul style="list-style-type: none"> Depending on the donor's reputation, may have negative perception by the public May be a one-off payment Donors may want to manipulate decisions of the organisation
Grant-funded projects	<ul style="list-style-type: none"> UNDP GEF SGP 	<ul style="list-style-type: none"> Grant writing skills Assistance with identifying potential donors 	<ul style="list-style-type: none"> Many options available to access grant funds Wide range of grant funds available (small to large) 	<ul style="list-style-type: none"> Older fisherfolk leaders may not be willing to learn grant writing skills Funding restricted to a particular purpose or project

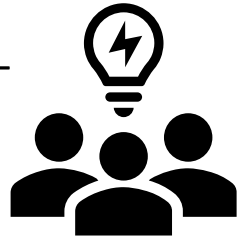
Good Governance in Fisherfolk Organisations

Participants were engaged in an exercise to identify challenges that FFO boards may face...

What is Governance?

For FFOs, governance is about:

- setting and maintaining strategic direction;
- providing oversight for accountability - ensuring that an organisation is effectively and properly run; and
- ensuring viability and sustainability.



Key responsibilities of the Board

- Determining mission, policy and strategy
- Appointing and overseeing the Chief Executive Officer
- Managing the governance process
- Monitoring and evaluating performance

Challenges identified:

Attendance of Board Members

Reluctance to participate in governance by Board Members

Reluctance by FFO members to take up Board positions

Capacity for leadership and management

Succession planning

Lack of clarity on roles & responsibilities

Overdependence on Executives for responsibilities

Limited resources (financial, physical, human)

Manager(s) assuming board roles

Good Governance in Fisherfolk Organisations: Board strengthening strategies

The specific challenges identified by participants were grouped and categorised into three 3 core challenges. Participants then worked in groups to recommend practical strategies to address each core challenge.

Core challenge	Recommendations
Lack of capacity to provide financial oversight and strategic direction	<ul style="list-style-type: none">• Identify capacity gaps in financial oversight (e.g. budgeting, analysing and reporting systems)• Conduct capacity building to address gaps identified• Set out clear criteria (including competencies) for Board membership
Low participation and interest by Board members	<ul style="list-style-type: none">• Separate governance from management• Reduce number of meetings• Reduce time of meetings• Have a clear and concise agenda• Share responsibilities among Board members• Rotate meetings to various sites to accommodate Board members living far distances
Inadequate succession planning of the Board	<ul style="list-style-type: none">• Ensure that bye-laws address succession planning• Ensure transparency• Establish a system for succession (e.g. elect under-studies for key positions)• Build capacity of Board members at the primary level to increase pool of potential Board members at the national level

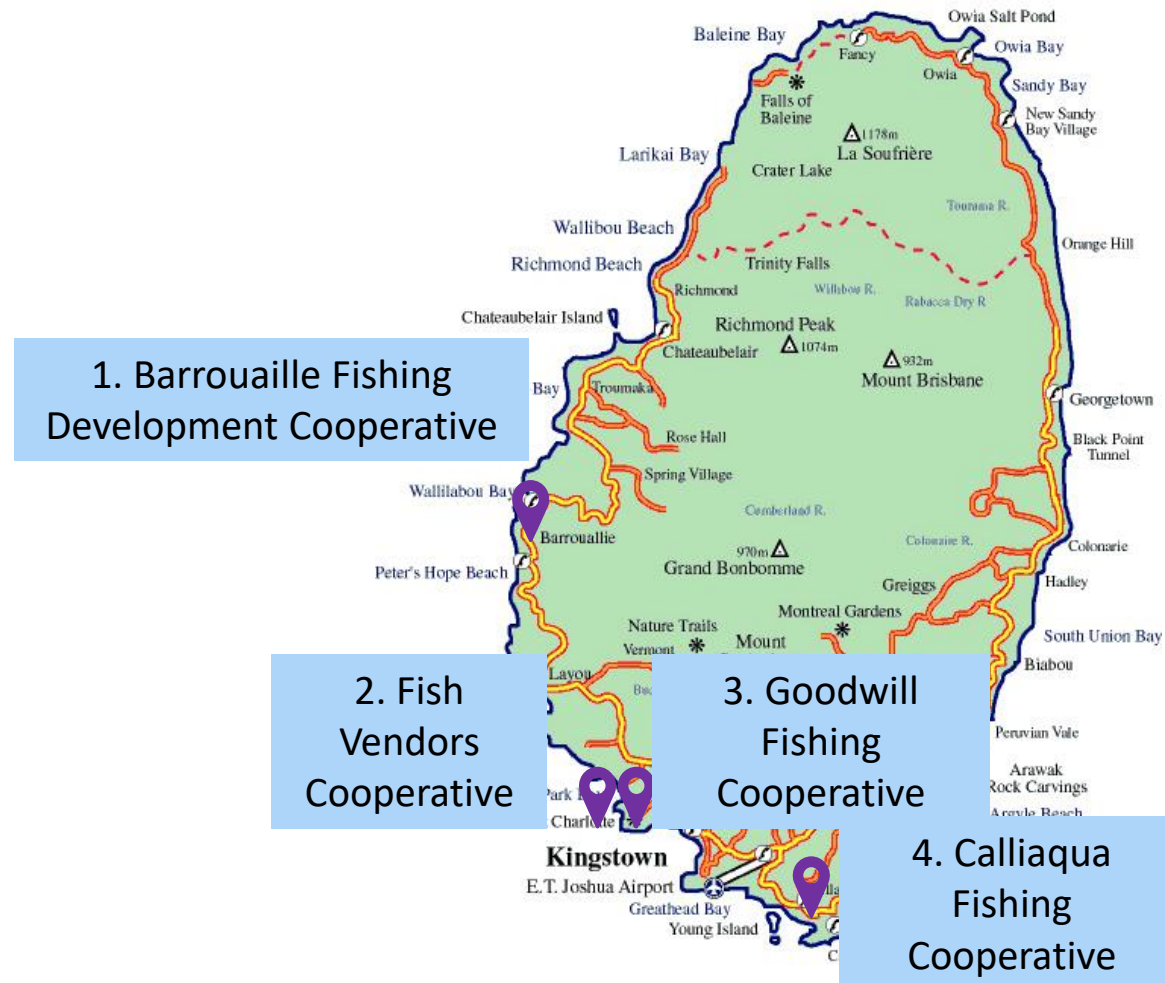
Conducting Rapid Organisational Needs Assessments with primary FFOs in St. Vincent and the Grenadines

To reinforce the concepts covered and test application of the organisational assessment tool, participants conducted organisational capacity assessments with 4 primary FFOs in St. Vincent and the Grenadines.

A briefing on each primary organisation was provided by the President of the SVG national fisherfolk organisation (NFO) Mr. Winsbert Harry.

Before conducting the assessments, participants were briefed on:

- ✓ **The appreciative inquiry (AI) approach**
- ✓ **Being a Mentor**

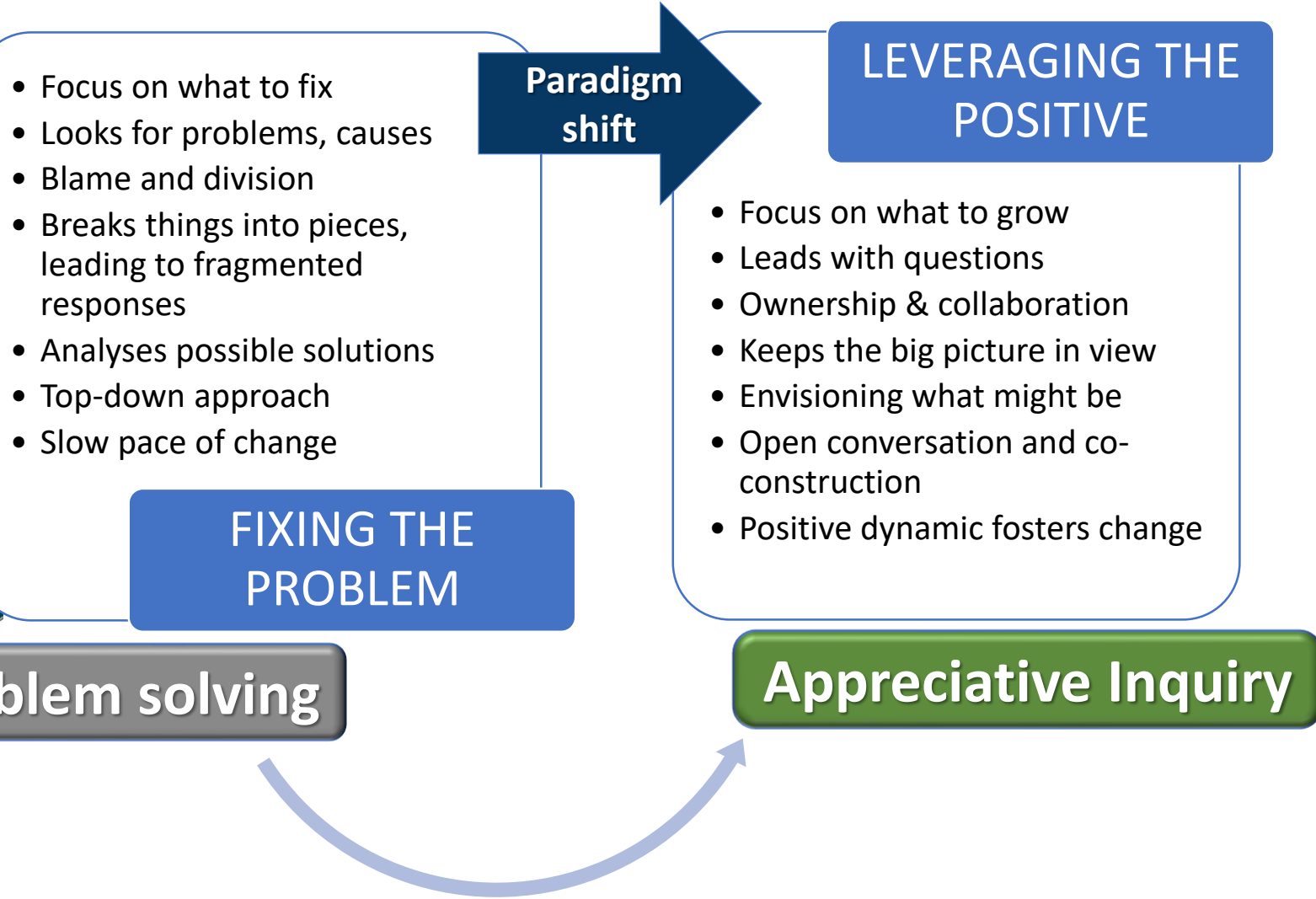


Conducting Rapid Organisational Needs Assessment with primary FFOs: Appreciative Inquiry explained

Appreciative Inquiry Approach...

Appreciative Inquiry

AI works on the assumption that every organisation has **something that works right**—things that give it life when it is vital, effective, and successful. AI begins by identifying this positive core and connecting to it in ways that **heighten energy, sharpen vision, and inspire action for change.**



Being a Mentor: What is mentoring & a mentor's role

The role of a Mentor...

Mentoring is a relationship which gives people the opportunity to share their professional and personal skills and experiences, and to grow and develop in the process.

Mentoring Made Easy:
A practical guide for managers (1997)

It is a process of sharing knowledge, skills, experiences, insights and opinion to provide strategic advice and guidance to help people make decisions to achieve their desired objectives. Mentors are trusted counsellors or advisors.

Roles include:

- ✓ Build rapport and trust
- ✓ Practice active listening
- ✓ Carry out effective questioning to further explore ideas or to challenge their mentee's thinking
- ✓ Provide constructive feedback and help mentee consider options
- ✓ Be empathetic
- ✓ Ensure a professional relationship
- ✓ Help to identify areas for development
- ✓ Allow opportunities for mentees to practice new skills
- ✓ Provide guidance, not direction and do not solve problems but act as a collaborator in the problem solving process
- ✓ Maintain confidentiality
- ✓ Be accessible
- ✓ Promote responsible decision-making
- ✓ Motivate and support the mentee to achieve their goals
- ✓ Recognise when it is time to relinquish the mentoring role

Being a Mentor: What is mentoring & a mentor's role

Participants were asked to reflect on the below p questions and provide feedback:

What are my strengths as a mentor?

- Providing honest feedback
- Knowledge and experience in fishing/fisheries sector
- Empathy
- Relationship building
- Listening

What are areas that I want to improve?

- Communicating for varying capacity levels
- Asking probing questions to get to the root of problems
- Managing expectations of my mentee
- Thinking strategically

How can I continue to build my competencies as a mentor?

- Getting an expert or peers to mentor me
- Being open and willing to also learn from my mentee and understand that I don't have all the answers.



Photo credit: CANARI



Photo credit: CANARI

Being a Mentor: Soft skills in mentoring

Participants identified the following soft skills for mentors:

Soft skills are needed for healthy, long-lasting relationships. These include being/having:

Balanced/Fair

Able to put myself in my mentee's shoes

Passionate

Gender sensitive

A good Listener

Able to overcome barriers

Humble

Sociable

Willing to share time

Foresight

Broad shoulders

Patient

Open communication

Understanding (Able to understand the needs of fisherfolk & their families)

Able to network

A team player

Flexible

Emotional intelligence

Research shows that that “soft skills” account for as much as 85% of an individual's success, whereas traditional “hard skills” only account for 15%.



Soft skills are the “personal attributes that enable someone to interact effectively and harmoniously with other people”

Being a Mentor: Defining the mentoring agreement

Mentors were advised that as part of their mentoring relationship a **Mentoring Agreement** should be established. This is an agreement between the Mentor and their Mentee organisation which specifies how the Mentor and Mentee will work together in a voluntary mentoring relationship. The Mentor Agreement gives the Mentee an opportunity to define the specific relationship they would like to have with their Mentor.

An agreement between a Mentor + Mentee should have:

1. Interests of the Mentor + Mentee
2. Purpose of the relationship
3. Responsibilities of the Mentor + Mentee
4. Duration
5. Implementation process
6. Monitoring the mentoring relationship
7. Confidentiality
8. Conflict of interest



- ✓ It is valuable to have a **clear verbal/written agreement** discussed and agreed to by the Mentee + Mentor
- ✓ If the Mentee is an organisation (e.g. FFO), **all key members need to be involved** in the negotiation process of the mentorship agreement
- ✓ If the Mentee is an organisation, then all key members need to be involved in negotiating the agreement. **Everyone needs to be on the same page!**
- ✓ This agreement can be used to guide ongoing joint reflection on the mentorship & be adjusted as needed once agreed by all.

Results of Rapid Organisational Needs Assessment with primary FFOs: Debrief of learnings from assessments

Looking at the assessment exercise, the participants were asked to reflect as below:

Looking at yourself as a Mentor



- Ability to empathise & listen is equally as important as technical competencies.
- Better understanding of my role and the project, even though there is much more to learn.
- Challenge faced in learning specifics about the national fisheries sector to best advise my mentee, alongside the fisheries division representative.
- Realising there is room for the mentee to become the mentor in instances (looking at what I can learn from my mentee).

Looking at the experience



- Impressed with level of competency. Mentee can represent his organisation, the fisheries sector and the country at any forum.
- Good opportunity to have the team gather and work on actions during the workshop – not just network. It means we have items to follow up with each other on once the workshop is over. There is a level of responsibility attached.

Looking at the bigger picture



- Improving the capacity of FFOs to participate in stakeholder engagement during public consultations may position them in a more advantageous way.
- Improving governance of FFOs to ensure stability of the organisations so their participation in management of resources is consistent.
- Capacity building and encouragement of young people to join and develop FFOs.

Results of Rapid Organisational Needs Assessment with primary FFOs: Debrief of learnings from assessments

While the results of the assessments are confidential, a few common findings were identified in the table below:

Common organisational strengths identified	Common areas for organisational strengthening identified
<ul style="list-style-type: none">• Organisation is legally registered• Board meets regularly• Committed leadership• Focus on stakeholders	<ul style="list-style-type: none">• Limited fundraising capacity• No high-level plans such as business and strategic plans• Inactive membership• Weak relationships with partners, especially government



Results from the assessments, including recommend actions to address areas for strengthening, were summarised in brief reports and provided to the primary FFOs.

Tips for conducting organisational needs assessments

The facilitators noted that the rapid assessments done with the 4 Primary FFOs were to give participants a feel for using the organisational assessment tool and practice using the Appreciative Inquiry approach. They highlighted that when mentors conduct their mentee's organisational assessments in-country they would have the benefit of:

1. Following up with their mentees where they are unclear or need additional information;
2. Requesting documents from their mentees to review (can also be done beforehand so that they know what areas need further probing during interviews); or
3. Interviewing other people who work with the FFO.

It is critical to identify PRIORITIES and develop a clear plan for ACTION to build capacity.



Photo credit: CANARI

Participatory Monitoring, Evaluation & Learning (PMEL)

PMEL in the context of capacity building, practical stewardship actions & the project

Some approaches to planning, monitoring and evaluation include:

- 1. Logical framework:** measures results using indicators reflecting observable changes in state
- 2. Outcome mapping:** results as changes in behaviour, relationships, actions of people
- 3. Theory of change:** maps out story of how change occurs
- 4. Most Significant Change:** assesses results from stories, open and not pre-determined results

Purpose of M&E

Accountability for delivery of results to the donor, relevant authorities, stakeholders involved in implementing the project and target stakeholders



Assess relevance, results, sustainability
Prove merit
Engage stakeholders

Learning to increase knowledge and understanding that can improve planning/management for enhanced efficiency and effectiveness, assess potential for replication and build capacity



Assess effectiveness and efficiency
Improve planning/ management
Build organisational and stakeholder capacity

PMEL: Outcome Mapping

A participatory approach to monitoring and evaluation

Outcome mapping is based on the central concept that **development is by and for people**, and thus seeks to measure change in people.

Earl S., Carden F., and T. Smutylo (2001). *Outcome Mapping - Building Learning and Reflection into Development Programs*. Ottawa: IRDC. Available at www.outcomemapping.ca.

Key elements of Outcome Mapping:

- Measures results as changes in behaviours and relationships of **boundary partners** = the people with whom an organisation, programme or project works directly.
- Desired **result** of changed behaviours of these partners as **outcome challenges** that, if achieved, will result in a positive contribution to the desired development change.
- For each boundary partner **progress markers** are then identified as a graduated series of change in behaviours that are **indicators** towards this ultimate vision of success.



Developing an Outcome Challenge Statement

What are the behaviours, relationships, activities, or actions of the boundary partner that will change if the programme/ project is successful in contributing to achieving the vision?

Outcome Mapping: Outcome Challenge Statements

Mentors, fisherfolk organisations and state-related fisheries agencies applied outcome mapping to create an outcome challenge statement for their roles:



Fisheries agencies are taking the lead in creating an enabling environment for ecosystem stewardship within the industry



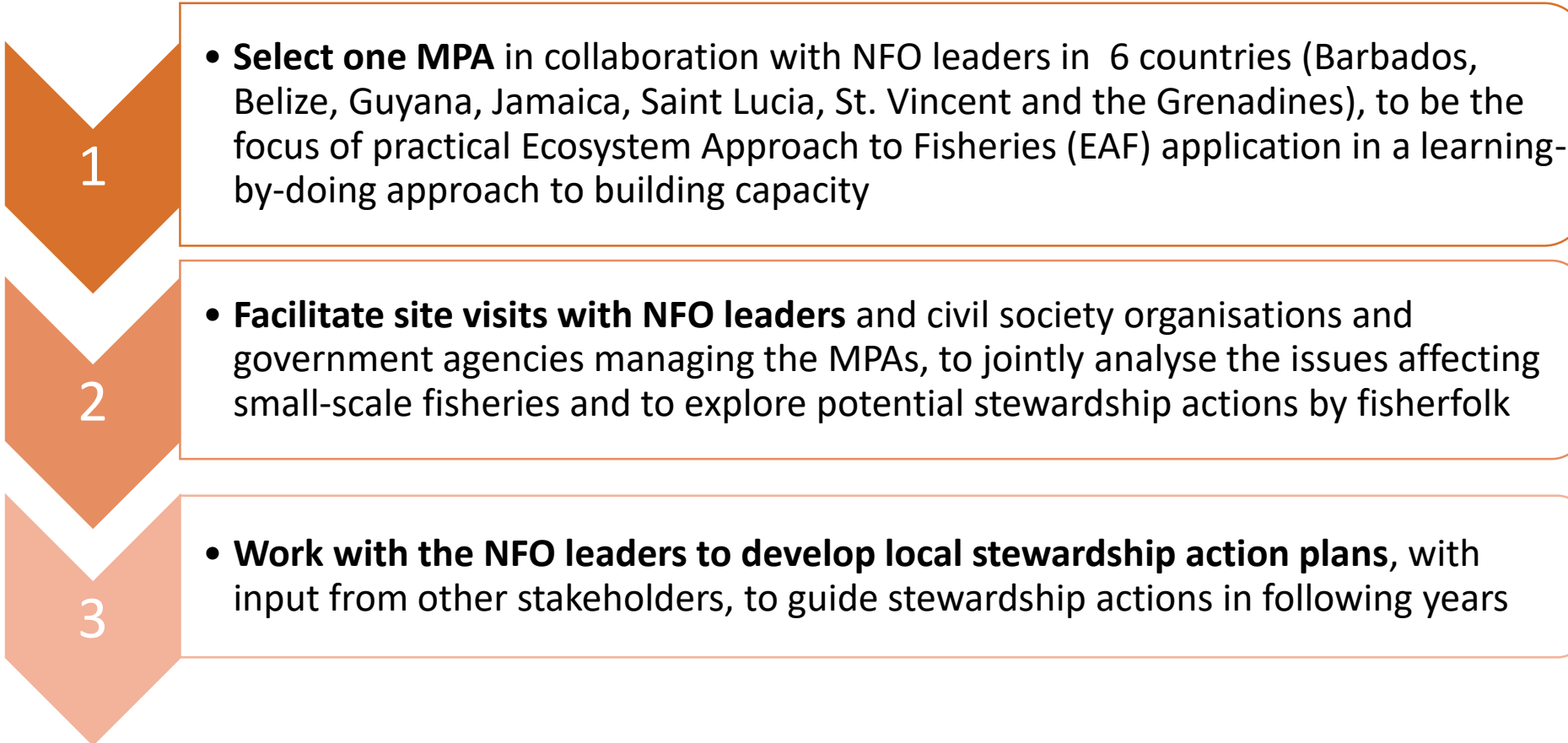
Fisherfolk are managing and governing a profitable fishing industry using the ecosystem approach to fisheries



Mentors are engaging with and supporting the mentees (national FFOs) to strengthen themselves

Looking ahead to stewardship local action projects

Component 2 of the StewardFish project aims to enhance ecosystem stewardship for fisheries sustainability. One of the outputs for this component is “Fisherfolk engaged in the management of marine protected areas”. CANARI is contributing to this output by facilitating a learning-by-doing approach where CANARI will support FFOs to partner with a selected Marine Protected Area (MPA) in their area/community and work with the managing body of the MPA to develop a stewardship action plan for fisherfolk. This planned approach will involve the development of a stewardship action plan.



In country groups participants focused on step 1 in an in-workshop session

Looking ahead to stewardship local action projects

Step 1: Selecting an MPA

Criteria	Probing question	Target
Geography	Is the site easy for fisherfolk to get to?	The MPA should be easy to access by the target fisherfolk organisation; not requiring lengthy travel times, or high travel costs to get to.
Importance	Is the MPA an important ecosystem for fishing?	Ideally, the MPA should be important for a key commercial fishery such as a nursery or spawning ground.
Use	Is the area in and/or around the MPA used by fishers?	The areas around the MPA should be commonly used by fishers e.g. the area surrounding the MPA may be a popular fishing ground.
Threats	Is the MPA (or surrounding areas) threatened by misuse, overuse, pollution, climate change etc.?	The current threats to the MPA should be easy to identify (these may be found in a management plan for the MPA) to identify appropriate stewardship actions by fisherfolk.
Relationships	Do fisherfolk have positive relationships with the managers and other users of the MPA?	Ideally, existing positive relationships between fisherfolk and MPA managers would make engagement easier.
Participation	Do the management arrangements for the MPA enable participation by civil society, particularly fisherfolk organisations?	If the MPA has a culture (this may be as a result of formal policies such as in a management plan or simply common practice) of participating with civil society, especially fisherfolk organisations, then this will also make engagement and long-term partnerships more likely.

Country teams brainstormed potential MPAs that the national fisherfolk organisation (or its primary fisherfolk organisation members) can work with. Ranking **HIGH, MEDIUM, LOW** for each of the 6 criteria for each proposed MPA – the teams then discussed and selected **ONE** MPA to work with.

Looking ahead to stewardship local action projects

Selected MPAs for each target country with criteria ranking:

Country Name:	Geography	Importance	Use	Threats	Relationships	Participation
Barbados – Folkstone Marine Park	Fishing (High)	(High)	Bait fishing sanctuary (High)	Climate change (Medium)	(Medium)	(Medium)
Belize – Halfmoon Caye Natural Monument	50 miles from Belize City (Low)	Fishing, Grounds for conch & lobster (High)	Livelihood for over 200 fishers (High)	Sargassum Coral Bleaching (High)	Interaction between MPA management & fishers (High)	Quarterly meetings with fishers and managers (High)
Guyana - Berbice River fish landing site	Accessible main transport hub linking region 4 5 and 6 (High)	Many fishers Mangrove Commercial zone Bridge (High)	Fishing Transport Oil and gas Agriculture/rice/cattle (High)	Oil spill Accidents Pollution Sea grass impacts Sargassum Pesticide pollution Garbage (High)	Fisheries dept Rosignol fish coop 3 door koker friendly society Processors Buyers/vendors (High)	Regular meetings among themselves, fisheries dept, and government agencies (High)

Looking ahead to stewardship local action projects

Selected MPAs for each target country with criteria ranking:

Country Name:	Geography	Importance	Use	Threats	Relationships	Participation
Jamaica – Portland Bight Protected Area (PBPA)	Marine & Terrestrial Largest PA in the English-Speaking Caribbean (High)	Ramsar Site Healthiest wetlands & nursery (High)	Fishing – line, spear fishing, pots, nets, reef fishing, lobster (High)	Climate Change Pollution Sargassum (Medium)	C-CAM PA managers, work with community + fishers, active participation (High)	Monthly stakeholder meetings Co-management by fishers (High)
Saint Lucia – Pointe Sable Environmental Protection Area (PSEPA)	Yes (High)	Restricted area, permission comes from Office of CFO (High)	Specific Species use high (High)	Climate Change Pollution (High)	Needs improvement (Low)	ECCMAN projects Number of groups in the area (Bee-keeping, tour guides, charcoal & seamount producers). (Medium)
St. Vincent & the Grenadines – South coast marine conservation area	Easy access Primary FFO in area (High)	Tourism Elkhorn corals Cultural Economic Hotel zone Beaches (High)	Fish centre Low for commercial fisheries Medium for recreational fisheries Safe harbour (Low)	Pollution Sedimentation Coastal Development (High)	Fishers sell directly to hotels FFOs work along with Fisheries Division and national (e.g. ECMMAN) (High)	Member of primary FFO is on the national park management committee (Medium)

Next steps

Workshop participants reviewed next steps and key dates for the organisational assessments and stewardship local action projects.

Mentors agreed on a deadline of **December 31, 2019** for submission of their mentee organisational capacity assessment reports.

For the next steps for the stewardship local action projects, CANARI will:

- Follow-up with fisherfolk leaders and MPA managers in each country to determine the possibility of fisherfolk working with the selected MPA December 2019/January 2020
- Liaise with MPA managers and the FFOs to arrange site visits with fisherfolk and civil society organisations and government agencies managing the selected MPAs by January/February 2020
- Provide technical guidance to the FFOs for development of their stewardship action plans between February 2020-May 1, 2020

StewardFish country teams



Workshop Participants

Category	First Name	Last Name	Job Title	Organisation	Country
National fisherfolk organisation representatives					
NFO	Devon	Warner	President	Barbuda Fisherfolk Association	Antigua and Barbuda
NFO	Vernel	Nicholls	President	Barbados National Union of Fisherfolk Organizations (BARNUFO)	Barbados
NFO	Pamashwar	Jainarine	President	Guyana National Fisherfolk Organisation (GNFO)	Guyana
NFO	Glaston	White	Representative	Jamaica Fishermen's Co-operative Union Ltd. (JFCU)	Jamaica
NFO	Devon	Stephen		Saint Lucia Fisherfolk Cooperative Society Limited (SLFCSL)	St. Lucia
NFO	Winsbert	Harry	President	St. Vincent and The Grenadines National Fisherfolks Co-Operative Limited (SVGNFO)	St. Vincent & the Grenadines
Mentors					
Mentor	Ruth	Spencer	National Coordinator	GEF Small Grants Programme	Antigua and Barbuda
Mentor	Bertha	Simmons	Independent Consultant		Barbados
Mentor	Lucito	Ayuso	Community Liaison Manager	Belize Audubon Society	Belize
Mentor	Kemraj	Parsram	Independent Consultant	Environment and Regulatory Service	Guyana
Mentor	Ava	Tomlinson	Senior Public Education Community Outreach Officer	National Environment and Planning Agency	Jamaica
Mentor	Augustine	Dominique	Project Areas Manager	Ministry of Sustainable Development, Energy, Science and Technology	St. Lucia
Mentor	Maren	Headley	Research Graduate	Caribbean Regional Fisheries Mechanism (CRFM)	St.Vincent & the Grenadines
Fisheries-related state agencies' focal point					
DFO	Ian	Horsford	Chief Fisheries Officer (Ag)	Fisheries Division, Ministry of Agriculture, Lands Fisheries and Barbuda Affairs	Antigua and Barbuda
DFO	Therese	Moore	Data Collector	Fisheries Division, Ministry of Maritime Affairs and The Blue Economy	Barbados
DFO	Gilbert	Young	Assistant Fisheries Officer	Fisheries Division, Ministry of Agriculture, Fisheries, Forestry, The Environment, Sustainable Development and Immigration	Belize
DFO	Ingrid	Peters	Principal Fisheries Officer	Ministry of Agriculture	Guyana
DFO	Shellene	Berry	Fisheries Officer	National Fisheries Authority, Ministry of Industry, Commerce, Agriculture and Fisheries	Jamaica
DFO	Margaret R.	Straughn	Fisheries Assistant	Department of Fisheries, Ministry of Agriculture, Fisheries, Physical Planning, Natural Resources and Co-operatives	St. Lucia
DFO	Jennifer	Cruikshank-Howard	Chief Fisheries Officer	Fisheries Division, Ministry of Agriculture, Forestry, Fisheries, Rural Transformation, Industry and Labour	St. Vincent & the Grenadines
DFO	Jeremy	Searles	Senior Fisheries Assistant	Fisheries Division, Ministry of Agriculture, Forestry, Fisheries, Rural Transformation, Industry and Labour	St. Vincent & the Grenadines
DFO	Travon	Ferary	Fisheries Assistant	Fisheries Division, Ministry of Agriculture, Forestry, Fisheries, Rural Transformation, Industry and Labour	St. Vincent & the Grenadines
DFO				Fisheries Division, Ministry of Agriculture, Forestry, Fisheries, Rural Transformation,	

Workshop Participants

Category	First Name	Last Name	Job Title	Organisation	Country
Partners					
Partner	Shelly-Ann	Cox	Postdoctoral Research Associate	Centre for resource Management and Environmental Studies, UWI	Barbados
Partner	Terrence	Phillips	Regional Projector Coordinator - StewardFish	Sub Regional Office for the Caribbean, FAO	Barbados
Partner	Coleen	Phillips	National Correspondent	FAO	St. Vincent & the Grenadines
Partner	Mitchell	Lay	Programme Coordinator	Caribbean Network of Fisherfolk Organisations	Antigua and Barbuda
Workshop Facilitators					
CANARI	Nicole	Leotaud	Executive Director	Caribbean Natural Resources Institute (CANARI)	Trinidad and Tobago
CANARI	Alexander	Girvan	Senior Technical Officer	Caribbean Natural Resources Institute (CANARI)	Trinidad and Tobago
CANARI	Deanna	Albert	Technical Officer	Caribbean Natural Resources Institute (CANARI)	Trinidad and Tobago
CANARI	Melanie	Andrews	Technical Officer	Caribbean Natural Resources Institute (CANARI)	Trinidad and Tobago
CANARI	Neema	Ramlogan	Technical Officer	Caribbean Natural Resources Institute (CANARI)	Trinidad and Tobago

Reflections from workshop participants: Looking back over the workshop, the most significant change for me is...

Appreciating the fisherfolk representative in my country. He is really full of knowledge.

A reignited love for fisheries and inspiration to do more – beyond the role as a mentor.

Seeing the importance of this for the fishers. I think they are seeing a light at the end of the tunnel. I know that with each country team working together we will get there in the StewardFish project.

Accepting the personal responsibility in my role. We have deadlines to submit tasks and it makes me feel things are going to get done.

Realising the weaknesses in my FFO, looking at its strengths and knowing I have a great resource in the Fisheries Division.

Realising the issues FFOs face in different Caribbean islands are common, and as fishers we need to take responsibility in our co-operatives.

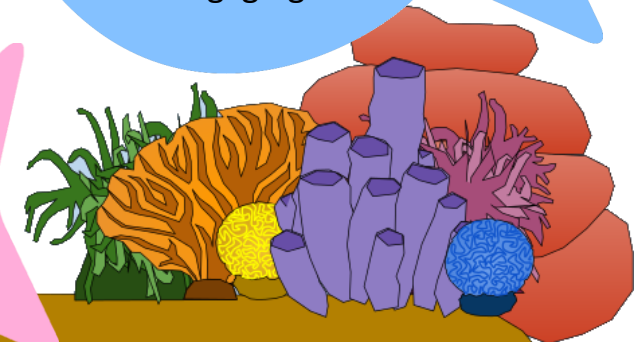
A better understanding of the project and what it is about. My mentee and I are clearer on our roles.

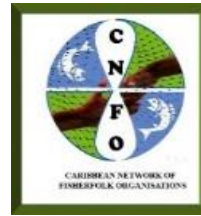
Clarity on stewardship and the role government plays. Realising the need to step up in engaging FFOs.

Learning from the entire group. I felt everyone had something good to contribute.

This project allows fisherfolk to reflect on the business of fishing and on their organisations to identify improvements.

A better understanding of what is stewardship. The definition of institution also really stood out to me.





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