



Caribbean Natural Resources Institute

LESSONS LEARNED FROM FISHERIES-RELATED LIVELIHOODS AND SOCIO-ECONOMIC PROJECTS IN THE CARIBBEAN

September 2020



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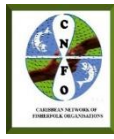
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List of Acronyms

CANARI	Caribbean Natural Resources Institute
CARICOM	Caribbean Community
CNFO	Caribbean Network of Fisherfolk Organisations
FAO	Food and Agriculture Organisation of the United Nations
GDP	Gross Domestic Product
GEF	Global Environment Facility
IUU	Illegal, Unreported and Unregulated
MPA	Marine Protected Area
PPIs	Programmes, Projects and Initiatives
SIDS	Small Island Developing States
UNDP	United Nations Development Programme

1 Introduction

Fisheries play an important role in trade, employment and food security in the Caribbean. Many coastal communities depend on fisheries for income and food as they provide jobs and contribute to the alleviation of poverty in these communities. It is estimated that up to 64,000 people are directly employed in small-scale fisheries and aquaculture in Caribbean Community (CARICOM) countries with an additional 180,000 employed indirectly through fish processing, retail, boat construction, net repairs and other related activities (FAO 2014). In the region, small-scale fishing is dominant and is vital to the economy as catches are exported to North America, with some being sold regionally to hotels and restaurants. Fisheries also hold non-consumptive value for the tourism industry in the form of dive and snorkeling tours in coral reefs and mangroves.

The 10-year (2015-2025) 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) developed under the CLME Project (2009-2014), identified three main problems facing Caribbean fisheries: habitat degradation and ecosystem community modification, unsustainable fishing practices and pollution. These issues are further exacerbated by climate change and variability (UNDP 2013).

Over the years there have been several programmes, projects and initiatives (PPIs) carried out in the region to address the challenges that Caribbean fisheries face. It is, however, important to review what has already been done to determine which approaches have been successful and those that have failed as well as the lessons and best practices that can be learnt from them. This helps with future planning as successful PPIs can be replicated in other parts of the region and those that were not as successful can be revised.

The Developing Organisational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-scale Fisheries (StewardFish) Project, which began in 2018, is a Global Environmental Facility (GEF) funded initiative. The goal of this project is to empower fisherfolk throughout fisheries value-chains to engage in resource management, decision-making processes and sustainable livelihoods with strengthened institutional support at all levels in seven small island developing states (SIDS)- Antigua and Barbuda, Barbados, Belize, Guyana, Jamaica, Saint Lucia and Saint Vincent and the Grenadines (CANARI 2019).

Activity 3.1.1.1 under Output 3.1.1 of the StewardFish project aims to learn from the past and adapt in the future by reviewing previous PPIs that focused on sustainable fisheries livelihoods in order to identify best practices and lessons learned. To achieve this, a desk review and interviews to assess the results and lessons from sustainable livelihood PPIs in the target countries was conducted.

2 Overview of fisheries in the Caribbean region

The fisheries sector in the Caribbean Community (CARICOM) region is an important source of livelihoods and sustenance to the inhabitants of the region. Fisheries resources make a significant contribution to food security, poverty alleviation, employment, foreign exchange earnings and development and stability of rural and coastal communities, culture, recreation and tourism. At the national level across the region, fisheries are an important contributor to Gross Domestic Product (GDP) of many countries as well as a significant foreign exchange earner. The sector provides employment and livelihood opportunities for approximately 182,000 fisherfolk in the CARICOM region, most of whom are the socio-economically disadvantaged, including the least educated, rural poor and women (CARDI 2010).

The seven Caribbean countries participating in the StewardFish project all exploit fisheries resources in their waters, and some beyond. Their fishing fleets and gears used in marine capture fisheries are

predominantly small scale. Despite their diversity, these countries share many similar socio-economic characteristics and challenges to sustainable development including: threats to livelihoods from frequent devastation caused by natural disasters, especially the increasing intensities of hurricanes and variability in rainfall intensities and patterns; considerable pressure on the natural resources available, including from habitat degradation and pollution; limited political will in the region to prioritise fisheries and invest in sustainable fisheries management and provide adequate resources to fisheries administrations and fisherfolk to manage the resources; and weak implementation of food security, fisheries and aquaculture policies at the national level¹.

These issues prompt the urgent need for more comprehensive and ecosystem-based management. According to FAO estimates, fisheries production in the Wider Caribbean Region has declined by 40 percent over the last two decades. Fifty-five percent of commercially harvested fishery stocks are overexploited or depleted, and 40 percent of stocks are currently fully exploited (FAO 2014). Given the state of the resources, opportunities for fisheries development require restoring depleted stocks and using remaining stocks more responsibly. Key in such development is building resilience in fisheries socio-ecological systems through multi-level cooperation among stakeholders and building adaptive capacity within the fishing industry.

3 Methodology

This methodology outlines the strategy that was used to obtain, organise, assess and report on information on PPIs that were examined both nationally in and regionally across the seven target countries and other countries in the Caribbean region.

The assessment was conducted in four key phases. These are outlined in Figure 1 below and expanded on in the proceeding sections.

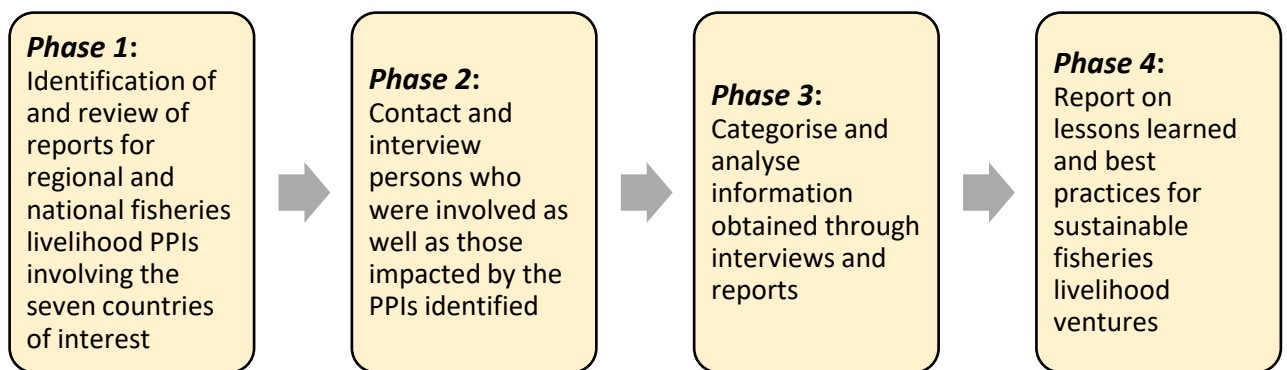


Figure 1: Overview of methodological framework

Phase 1: Identification and review of reports of regional and national fisheries livelihood projects

The first phase of this methodology involved the identification and review of the most relevant PPIs. PPIs were selected based on the following basic criteria:

- PPI is fisheries related
- PPI occurred within the last 10 years
- PPI had a sustainable livelihood/socio-economic component that targeted fisherfolk
- PPI occurred in one or more of the seven countries targeted by StewardFish

¹ FAO/Global Environment Facility Project Document for StewardFish.

- PPI occurred in a Caribbean country not targeted by the StewardFish project but is relevant in the wider Caribbean fisheries context

PPIs were identified through the following activities:

- Review of the list of PPIs in CANARI's CLME+ Civil Society Strategic Action Programme (CSAP) database and CANARI's general project database
- Correspondence with national contacts in the project countries who are knowledgeable about past and current PPIs fitting the criteria above. Contacts included national focal points for the StewardFish project from the Fisheries Divisions as well as key civil society contacts identified by CANARI.
- Online searches

CANARI also supported the identification of PPIs by key stakeholders during other in-country activities for the StewardFish project.

Phase 2: Contact and interview persons who were involved as well as those impacted by the PPIs identified

After the relevant documents were evaluated, people who participated in the implementation and those who were impacted by the PPI, in particular fisherfolk, were contacted for interviews. These persons included the identified coordinators/leads for the various PPIs, representatives from the fisheries authority for each island and liaisons for the local fisherfolk organisations as well as anyone they may have recommended. Prior to these interviews, an introductory letter, provided by CANARI, and an interview guide were disseminated via email in order to give the participants an opportunity to adequately prepare (See Appendix 3). The interviews used a semi-structured approach and the questions were aimed at finding out how the PPI has been beneficial, the challenges faced during the execution of the PPI as well as any recommendations for future PPIs.

Phase 3: Categorise and analyse information obtained through interviews and reports

The information from these reports and interviews were organised in Microsoft Excel to create a spreadsheet for qualitative analysis. A segment of the spreadsheet has been included in Appendix 2 of the report and the complete Excel file is housed at CANARI. The information collected on the PPIs were organised under the following sections in the Excel spreadsheet:

- | | |
|-----------------------|--------------------------------------|
| • PPI Name | • Project Objectives |
| • Target countries | • Project Results |
| • Funding Agency | • Country needs and gaps identified |
| • Executing Agency | • Lessons learnt and recommendations |
| • Duration of Project | • Overarching theme |

Phase 4: Report on lessons learnt and best practices

The resulting report identifies sustainable fisheries livelihood opportunities, including key best practices for fisherfolk pursuing complementary or alternative livelihoods. The report presents key themes among the PPIs as well as best practices, lessons learned and recommendations. It highlights what was successful and would likely be successful if replicated in other parts of target countries or other countries in the region.

4 Findings

In total, twenty-nine PPIs were identified and reviewed through project documents and stakeholder interviews. Seven were regional projects and the rest were initiatives that were executed at the national level.

Of the 23 persons contacted, only nine were available for interviews. Four of the interviewees were from Jamaica, two from Belize and Saint Lucia respectively. These eight interviewees were representatives from the national Fisheries Divisions and civil society. Only one person from Saint Vincent and the Grenadines, a fisherfolk contact, was interviewed.

The overarching theme for each PPI was identified in order to determine the areas that receive the most focus when trying to address sustainable fisheries livelihood in Caribbean countries. The five main themes that emerged across the reviewed PPIs were:

- Climate change adaptation
- Capacity building
- Alternative livelihoods
- Protected area management
- Participation in fisheries management

The most represented theme across the PPIs was capacity building (24% of PPIs) followed by climate change (21% of PPIs). Of the top five themes identified, Protected Area Management was the least represented with only three PPIs addressing such. Other themes identified that were not as prevalent included biodiversity conservation, environmental policy and public education.

Table 1 provides a brief description, including the target beneficiaries and countries, of the PPIs within the five thematic areas mentioned above. Some PPIs fell under multiple themes as shown in the table below.

Table 1: Main thematic areas identified across PPIs

Thematic Area	Name of PPI	Duration of PPI	Description of PPI or component relevant to the thematic area	Target beneficiaries (relevant to this study)	Country (ies) targeted
Climate Change Adaptation	Climate Change Adaptation in the Eastern Caribbean Fisheries Sector (CC4Fish) Project	2017-present	Project aimed at increasing the awareness and understanding of climate change impacts and vulnerability for effective climate change adaptation in the fisheries and aquaculture sector including: <ul style="list-style-type: none"> ○ Improving resilience of fisherfolk, coastal communities and aquaculturists ○ Climate change mainstreaming in multilevel fisheries governance 	<ul style="list-style-type: none"> ○ Caribbean Network of Fisherfolk Organisations ○ Fisherfolk 	Antigua and Barbuda, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Trinidad and Tobago
	Belize Marine Conservation and Climate Adaptation Initiative	2015-2020	Initiative aimed at implementing ecosystem-based marine conservation measures to strengthen the climate resilience of the Belize Barrier Reef System	<ul style="list-style-type: none"> ○ Coastal communities ○ Fishing communities 	Belize
	Enhancing the Resilience of the Agriculture Sector and Coastal Areas to Protect Livelihoods and Improve Food Security	2012-2016	Project aimed, in part, at: <ul style="list-style-type: none"> ○ increasing the climate resilience of the Negril coastline; and ○ improving institutional and local level capacity for coastal and agricultural adaptation and awareness raising for behaviour modification through training, the design of replicable technical standards, and spreading 	Coastal communities	Jamaica

			information on effective adaptation measures		
	Saint Lucia's Fisheries Sectoral Adaptation Strategy and Action Plan 2018-2028 (Fisheries SASAP)	2018-2028	National strategy that includes a number of project concepts aimed at improving productivity through climate-resilient fisheries management systems including: <ul style="list-style-type: none"> ○ Promotion of climate-resilient aquaculture production ○ Strengthening climate monitoring and communication for emergency planning and informed decision making ○ Strengthening and expand climate fisheries infrastructure 	<ul style="list-style-type: none"> ○ Coastal communities ○ Fisherfolk ○ Fishing cooperatives ○ Marine resource users 	Saint Lucia
	Preparation of Guidelines and Enhancement Plan for the Pointe Sable Environmental Protection Areas under the Pilot Programme for Climate Resilience/Disaster Vulnerability Reduction Project (PPCR/DVRP)	2018-2020	Project aimed at preparing a plan of action for enhancing coral reef systems within the Point Sable Environmental Protection Area (PSEPA) in order to build resilience to the impacts of climate change		Saint Lucia
Capacity Building	Powering Innovations in Civil Society and Enterprises for Sustainability in the Caribbean (PISCES)	2017-2020	Project aimed at supporting innovative actions by civil society and coastal community small and micro-enterprises for the conservation of marine and coastal biodiversity and the development of sustainable livelihoods	<ul style="list-style-type: none"> ○ Community-based and non-governmental organisations ○ Fisherfolk organisations 	Antigua and Barbuda, The Bahamas, Dominica, Grenada, Haiti, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent

					and the Grenadines, Trinidad and Tobago
	Strengthening Caribbean Fisherfolk to Participate in Governance	2013-2016	Project aimed at building the capacity of regional, and national fisherfolk organisation networks in the Caribbean to participate in governance	The Caribbean Network of Fisherfolk Organisations (CNFO) and its network of national fisherfolk organisations in the target countries	Anguilla, Antigua and Barbuda, The Bahamas, Belize, Barbados, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, Saint Lucia, Saint Kitts and Nevis, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, Turks and Caicos
	Food for the Poor Fisheries Programme	Ongoing	Programme aimed at addressing poverty within fishing communities while keeping fisheries sustainable. Fishers in 14 villages were provided with the training and tools necessary for adopting more sustainable fishing practices	Fishing communities	Jamaica
	Enhancing the Resilience of the Agriculture Sector and Coastal Areas to Protect Livelihoods and Improve Food Security	2012-2016	Project aimed, in part, at: <ul style="list-style-type: none"> ○ increasing the climate resilience of the Negril coastline; and ○ improving institutional and local level capacity for coastal and agricultural adaptation and awareness raising for behaviour modification through training, the design of replicable 	Coastal communities	Jamaica

			technical standards, and spreading information on effective adaptation measures		
	Improving Jamaica Agriculture Project	<i>Information on duration not found</i>	Project aimed at upgrading specific fishing beaches with cold storage facilities, gear sheds and bathrooms. The fishing complex was then handed over to fisherfolk organisations to be managed	<ul style="list-style-type: none"> ○ Fishing communities ○ Fisherfolk organisations 	Jamaica
	Coral Restoration for Resilient Ecosystems and Livelihood Opportunities (CORRELLO)	2018	Project focused on restoring the shallow water populations of elkhorn (<i>Acroporapalmata</i>) and staghorn (<i>Acroporacervicornis</i>) corals at sites inside the Soufriere Marine Managed Area (SMMA)	Fishing communities within the SMMA	Saint Lucia
	Monitoring, Compliance and Public Education Programme	Ongoing	This programme aims to enforce the Fisheries Act through consistent monitoring by creating partnerships with the Fisheries Wardens, Marine Police and Coast Guard. Public education is also conducted via media (newspapers, brochures, radio, television and social media)	Fishing communities	Jamaica
Alternative Livelihoods	Belize Marine Conservation and Climate Adaptation Initiative	2015-2020	Initiative aimed at supporting viable and sustainable alternative livelihoods for affected users of the reef of the Belize Barrier Reef System through: <ul style="list-style-type: none"> ○ Community mobilisation for alternative livelihoods 	<ul style="list-style-type: none"> ○ Coastal communities ○ Fishing communities 	Belize

			<ul style="list-style-type: none"> ○ Business planning for economic alternatives and diversification ○ Skills training ○ Sub-grants mechanism for community-based business ventures 		
	Providing an Alternative Livelihood for Fishermen in Sarteneja	2009-2010	Project aimed at facilitating opportunities for alternative livelihoods for artisanal fishermen in Sarteneja, Belize. Pig farming was suggested as a viable alternative to fishing	Sarteneja Fishermen Association	Belize
	Community Management of Protected Areas Conservation (COMPACT): Seaweed farming project	2010-2014	Project aimed at providing the Placencia Producers Cooperative Society with the technical and financial support to pursue seaweed farming as an alternative livelihood	Placencia Producers Cooperative Society	Belize
	Oyster Culture Project	2015-2016	Project aimed at providing alternative livelihoods to fishers in communities by re-establishing oyster production as a complementary product alongside capture fisheries	<ul style="list-style-type: none"> ○ Fisherfolk ○ Fishing communities 	Jamaica
	OECS Protected Areas and Associated Livelihood Project (OPAL)	2004-2011	The project's main goal was to remove barriers to the effective management of protected areas by increasing the involvement of civil society and the private sector in the planning, management and sustainable use of the protected areas.	<ul style="list-style-type: none"> ○ Civil society ○ Private sector 	Antigua and Barbuda, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines

Protected Areas Management	Caribbean Fish Sanctuary Partnership Initiative (C-Fish)	2013-2016	Initiative aimed at: <ul style="list-style-type: none"> ○ providing financial and technical support for the management of community-based Marine Protected Areas (MPAs) ○ promoting public awareness of environmental, social and economic benefits that MPAs can generate in Caribbean countries 	Fisherfolk	Dominica, Grenada, Jamaica, Saint Lucia, Saint Vincent and the Grenadines
	Eastern Caribbean Marine Managed Areas Network (ECMMAN) Project	2013-2017	Project aimed at declaring new Marine Managed Areas (MMAs) and strengthening existing ones including instituting sustainable mechanisms to support the MMA network such as regional political commitments and actions, collaboration mechanisms and sustainable financing	<ul style="list-style-type: none"> ○ Coastal communities ○ Fisherfolk 	Antigua and Barbuda, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines
	Sanctuaries Programme	2010-present	Programme aimed at ensuring the sustainability of Special Fishery Conservation Areas	<ul style="list-style-type: none"> ○ Fisherfolk ○ Fishing communities 	Jamaica
Participation	Enhancing Stakeholder Participation in Sub-regional Management of Flyingfish Fisheries	2017-2019	Project aimed at providing stakeholder education and facilitating participation by improving access to data and information on the marine environment and flyingfish fisheries resources	<ul style="list-style-type: none"> ○ Fisherfolk (particularly those involved in the flyingfish fishery in the target countries) ○ Fisherfolk organisations 	Barbados, Dominica, Grenada, Saint Lucia, Saint Vincent and the Grenadines, Trinidad and Tobago
	OECS Protected Areas and Associated Livelihood Project (OPAL)	2004-2011	The project's main goal was to remove barriers to the effective management of protected areas by increasing the involvement of civil society and the	<ul style="list-style-type: none"> ○ Civil society ○ Private sector 	Antigua and Barbuda, Dominica, Grenada, Saint Kitts and Nevis, Saint

			private sector in the planning, management and sustainable use of the protected areas		Lucia, Saint Vincent and the Grenadines
	Fisherfolk Group Formation	Ongoing	Initiative aimed at empowering fisher groups to meaningfully participate in all aspects of fisheries governance	Fisherfolk organisations	Jamaica
	Caribbean Fish Sanctuary Partnership Initiative (C-Fish)	2013-2016	Initiative aimed at: <ul style="list-style-type: none"> ○ providing financial and technical support for the management of community-based Marine Protected Areas (MPAs) ○ promoting public awareness of environmental, social and economic benefits that MPAs can generate in Caribbean countries 	Fisherfolk	Dominica, Grenada, Jamaica, Saint Lucia, Saint Vincent and the Grenadines

5 Lessons learned and best practices

This section of the report assesses the main lessons learned and best practices that contributed to the success or failure of the PPIs that were reviewed. The three main factors that contributed to the success of the PPIs were stakeholder participation, capacity building and the implementation of alternative livelihoods. These factors were cited in 50 percent of the PPI reports. Additionally, of the nine persons interviewed, all noted the importance of capacity building and participation for the successful implementation of PPIs. Strong leadership was also cited as a factor contributing to success in some cases. The following **key lessons learned and best practices are highlighted:**

1. Alternative livelihood PPIs are more likely to succeed when target fisherfolk are allowed to participate at every stage in the process.
2. Developing technical skills of fisherfolk enhances their ability to participate in pre- and post-project activities.
3. Stronger fisherfolk organisations and community enterprises are able to provide more meaningful contributions to the planning, implementation and success of PPIs.
4. Alternative livelihood projects should be selected based on their suitability to target fisherfolk.
5. Projects need continued financial and technical support mechanisms to achieve sustainability.

5.1 *Alternative livelihood PPIs are more likely to succeed when fisherfolk are allowed to participate in every stage of the process*

Participation in natural resource management is defined by CANARI (CANARI 2011) as a process that:

- facilitates dialogue among all actors;
- mobilises and validates popular knowledge and skills;
- encourages communities and their institutions to manage and control resources;
- seeks to achieve sustainability, economic equity and social justice; and
- maintains cultural integrity.

Many of the PPIs benefited from using a participatory approach and those that did not were not as successful. In Jamaica, for example, continued consultation and involvement of stakeholders contributed to the sustainability of many projects. In the case of the Sanctuaries Programme a community-based approach was utilised from inception. Under the Programme, fisherfolk make the request to have sanctuaries in their communities and the Fisheries Department assists them in setting them up. This approach allows fisherfolk to participate at every stage of the process. Additionally, because there is buy-in from the community, enforcement and monitoring of the fish sanctuaries is consistent and effective. In addition to improved fish stock, the long-term benefit of the Sanctuaries Programme is that the participation has made fisherfolk feel more empowered to be involved in the decision-making process. Taking the time to educate the communities about the threats facing fisheries and their livelihoods has resulted in changed behaviour and attitudes. Fisherfolk have realised the need for structure and organisation and many communities have reached out to the Fisheries Department for assistance so they can formalise their fisherfolk groups.

Similarly, participation by local community leaders was cited as key for the implementation of marine protected areas (MPAs) under the C-Fish initiative. Having strong local leadership contributed to the success of the initiative as it helped with identifying the goals and plan of action for the target community. The approach worked because the local leader was able to communicate the community's needs and vision as well as foster trust between the fisherfolk and the organisation implementing the PPI. This in turn boosted community support for the enforcement of the MPAs.

5.2 Developing technical skills of fisherfolk enhances their ability to participate in pre- and post-project activities

One of the ways to build capacity in fisherfolk communities is by providing technical support and training. In Saint Lucia, the Coral Restoration for Resilient ecosystems and livelihood opportunities (CORRELLO) project was carried out in the Soufriere Marine Managed Area (SMMA). This project aimed to build fishers' skills in the establishment and restoration of community-managed coral nurseries. The stakeholders from the communities were trained so they would have the skillset required to properly tend to the nurseries. Through the CORRELLO project trainees were able to receive certification in coral husbandry. Standards for the training were developed so the project could be replicated, and new persons could become certified. The project worked, in part, because community members understood how coral restoration could contribute to the sustainability of their livelihoods and increase their income generating potential.

On the other hand, the OECS Protected Areas and Associated Livelihood Project (OPAL) was not as successful in the implementation of its livelihood program due to the lack of training and technical skills building. By the time the project ended the livelihood component had barely begun. During the course of the project it was noted that the community did not have the capacity to participate as they had little to no training in protected area management. The project did not take this into account and though there were experts in biodiversity and protected area management on the project team, they were not consistently available. The project may have benefited from factoring a mentorship programme into the project design to help build the capacity of local target beneficiaries in protected area management.

5.3 Stronger fisherfolk organisations are able to provide more meaningful contributions to the planning, implementation and success of PPIs

In order for long term changes to be recognised there usually needs to be activities that strengthen the capacity of fisherfolk organisations and community enterprises. This may include developing or strengthening partnerships between fisherfolk and other stakeholder organisations in order to help them collaboratively manage fisheries resources more efficiently or empowering fisherfolk organisations to participate in decision-making processes. A few of the PPIs reviewed for this assessment included a fisherfolk organisational strengthening component. For example, the Monitoring, Compliance and Public Education Programme is currently underway in Jamaica and its main goal is to enforce the Fisheries Act. In order to achieve this, partnerships were developed with the Fisheries Wardens, Marine Police and the Coast Guard. Though there is still some non-compliance, the increase in patrols by these authorities has resulted in a reduction in the amount of illegal, unreported and unregulated (IUU) fishing.

Another project that focused on organisational strengthening was the Strengthening Caribbean Fisherfolk to Participate in Governance project implemented by CANARI from 2013-2016. The project's objective was to improve the contribution of the small-scale fisheries sector in the Caribbean by building the capacity of regional and national fisherfolk organisation networks to participate in governance. Workshops were conducted which helped build the capacity of fisherfolk organisations through activities such as project planning, implementation, monitoring and evaluation and communication. These workshops empowered fisherfolk, strengthened their leadership capacity as well as improved coordination and collaboration within the organisations. Coaching and mentorship were also provided to assist fisherfolk leaders with conceptualising and implementing small grant projects aimed at strengthening priority organisational needs in the fisherfolk organisations. Small grant projects were funded by a small grant facility, the Fisherfolk Strengthening Fund, which was established under the project. In an interview conducted under a separate component of the StewardFish project, the president of the Saint Vincent and the

Grenadines National Fisherfolk Cooperative Limited stated that the fisherfolk who participated in this project were now in leadership roles within their respective cooperatives.²

The Eastern Caribbean Marine Managed Areas Network (ECMMAN) project also addressed and aimed to build fisherfolk organisational capacity. For this project, the Livelihood Support Fund was created which offered grants to individuals or groups, including fisherfolk, that operate within marine managed areas in the target countries and have had their livelihoods impacted by management restrictions. It gave grant recipients the financial and technical support they needed to pursue alternative livelihood opportunities in coastal communities, thereby increasing their income generating capacity. In order to receive the funding, applicants had to submit proposals outlining their business plan. Since many of them did not possess business management skills, training and mentorship by business specialists were provided to them. The mentors helped the recipients with their business plans as well as the implementation of their projects. The groups that benefited most from the mentorship approach were the fisherfolk cooperatives and community-based groups.

5.4 Alternative livelihood projects should be selected based on their suitability to fisherfolk

Alternative livelihoods are considered a best practice for achieving sustainability in fisheries management as it reduces fishing pressure on marine resources. This gives fish stock an opportunity to recover from overfishing and can be a successful adaptive measure to mitigate the effects of climate change on fisheries livelihoods. It is however important to tailor these types of initiatives to the target stakeholder group.

The Belize Barrier Reef Reserve System is one of the most biodiverse ecosystems in the world. However, due to overfishing and climate change, it is in danger of being depleted. The Sarteneja Fishermen Association was developed to help fisherfolk find alternative sources of income, thereby reducing their dependence on the reef. One of the alternatives identified was pig farming. The Sarteneja Fishermen Association consulted with managers of pig rearing facilities in an attempt to identify the best methods for implementing the pilot project. Through follow up interviews however, it was discovered that the project was not sustainable in the long run as many fishers who made the transition from fishing to pig rearing have returned to fishing.

Conversely, in Placencia which is located in southern Belize a seaweed farming initiative was implemented in 2010. This has been a success and has resulted in changes to the community. There was an increase in tourism in the area due to visitors going to purchasing dried seaweed to take back to their home countries. The Placencia Producers Cooperation also began exporting seaweed to Los Angeles. The success of this project has resulted in a 6% decline in the number of fisherfolk relying on the Belize Barrier Reef Reserve System. "Fishers prefer to be near the sea" stated Ms Isabel Martinez from the Belize Fisheries Department. This may have been the main factor that made this initiative more successful than the pig rearing that was attempted in Northern Belize. Though the fisherfolk were not fishing, they were still able to interact with the marine environment where they feel most comfortable and have related skills and knowledge.

5.5 Projects need continued financial and technical support mechanisms to achieve sustainability

One of the key points highlighted in the interviews with government and civil society contacts was the need for project sustainability. In cases where funding and technical support was not set up in a sustainable manner, once the project was over, the PPI was no longer successful. One such case is the Conch Surveys project on Pedro Bank. Pedro Bank is a submarine plateau located 80km south of mainland Jamaica and is one of the island's most productive fishing grounds (Baldwin 2015). The

²CANARI. 2020. Institutional analysis and organisational assessment of fisheries-related state agencies for enabling ecosystem stewardship in the fisheries sector of St. Vincent and the Grenadines (Draft report).

objective of the Conch Survey project, executed by the Ministry of Industry, Commerce, Agriculture and Fisheries, was to assess the habitat and stock of conch on Pedro Bank. The data was then used to develop catch quotas for fisherfolk. The initiative has had its challenges however since the fishery on Pedro Bank is not being effectively monitored to ensure fisherfolk are taking only their allotted catch quota. The lack of financial resources and its remote location means that there are not enough boats for patrols and as such IUU fishing occurs.

User fees are the most common means of sustainable financing for MPAs as they provide a continuous stream of income to cover operational costs such as the purchase and upkeep of patrol boats as well as warden salaries. Under the C-Fish Initiative, one of the many challenges identified was the lack of resources to manage the Sandy Island Oyster Bed MPA (SIOBMPA) in Carriacou, Grenada. There were no funding mechanisms in place and the MPA was not generating income to facilitate its maintenance. As such, one of the key objectives of C-Fish was to establish sustainable funding for the SIOBMPA through the implementation of user fees. In 2015, sixteen yacht mooring systems were restored at the SIOBMPA and five new moorings were installed at L’Esterre Bay in Carriacou. Yacht and catamaran visitors are required to pay a mooring fee based on the size of the vessel and the funds generated are deposited into a designated bank account which is used to cover the overhead costs of the moorings and the MPA. Additionally, the wardens are trained in the use and maintenance of the moorings to ensure the success and effective management of the SIOBMPA.

6 Limitations

During the execution of this project a few challenges were encountered. The main challenge was the availability of information. On the national level, reports detailing the work that has been done are not readily available as they may not exist at all or, as was the case in Jamaica, some records may have been lost due to natural disasters.

Another limitation faced during the study was the availability of persons for stakeholder interviews. The global pandemic caused by the COVID-19 virus resulted in stay-at-home orders for all of the Caribbean islands. Due to this change in operations it proved difficult to schedule interviews with key persons as some organisations had not transitioned fully to a work from home setup. Persons from the Fisheries Department and civil society contacts for some countries, such as Barbados and Guyana, were unavailable to provide information and as such individual PPIs from these countries were not included in this assessment. Limited contact was made with fisherfolk as well due to COVID-19. In-country interviews and workshops were supposed to be conducted but were cancelled due to travel restrictions across the region. Connecting with fisherfolk virtually was also challenging as it is not their preferred mode of communication. They also prioritised their livelihoods and were unavailable for interviews as they spent most of their time at sea.

7 Recommendations

This section of the report presents a few key recommendations for future PPIs based on the lessons learned and best practices identified in this study.

7.1 Target beneficiaries should be involved in the design, implementation, and evaluation of sustainable fisheries livelihood initiatives

Community engagement is important at all stages of the PPI as it improves the likelihood of successful implementation. The target beneficiaries should be involved at each stage of the sustainable fisheries livelihood PPIs since this allows for two-way information sharing. This ensures that local knowledge (e.g. local knowledge on ecosystems, gender-sensitivity, community dynamics etc) is considered which can lead to more effective planning and decision making. The PPI is also more likely to have longevity as a sense of ownership and stewardship is fostered through the process when fisherfolk are allowed to participate at each stage of the initiative. Having the requisite

skills and knowledge to effectively use participatory approaches would be of considerable benefit to teams leading PPIs.

7.2 Prioritise capacity building of fisherfolk organisations alongside technical capacity building and the development of partnerships

As target beneficiaries of livelihood development initiatives, fisherfolk organisations often do not have the capacity to meaningfully participate in or sustain the benefits of these initiatives. Enhancing the capacity of fisherfolk organisations and other local community-based organisations is therefore key to ensure that they can play a significant role in planning, implementing and sustaining livelihood development initiatives. Although this is widely recognised, many PPIs frame capacity building efforts as one-off technical training events that target individuals and do not address the need to have strong organisations that can support long-term livelihood development for fisherfolk. PPIs should therefore make deliberate efforts to strengthen the capacity of fisherfolk organisations based on identified capacity needs and priorities. In some instances, capacity building for fisherfolk organisations and other community-based organisations should be woven into the pre-implementation stage of PPIs.

7.3 Consider the preferences, existing skillset and knowledge of the target fisherfolk when designing alternative livelihood initiatives

Alternative livelihood PPIs are sometimes implemented that are not suitable for persons who have spent most of their lives in fishing communities, as was the case of introducing pig farming as an alternative livelihood activity for fisherfolk in Belize. A mismatch of skillsets can lead to project failure as fisherfolk feel unfulfilled and eventually lose interest in participating. To avoid this, deciding on alternative livelihood opportunities should take a bottom-up approach that includes input from fisherfolk to understand their interests, motivations and applicable transferrable skills and knowledge. It is further important to ensure that market opportunities for alternative livelihoods exist and that target beneficiaries have the right entrepreneurial attitudes and capacities to sustain new non-fishing livelihood ventures.

7.4 Design livelihood projects, programmes and initiatives with long-term sustainability in mind

When funding from PPIs are no longer available, for example once a project ends, they tend to fall apart and become unsuccessful. PPIs, particularly those seeking to support long-term livelihood development, should therefore be designed with long-term sustainability in mind. This might include fostering the building of strategic partnerships between fisherfolk and their organisations and other high capacity stakeholders with an interest in supporting the long-term development of fisherfolk's livelihoods and developing or facilitating access to sustainable financing initiatives. Building the capacity of fisherfolk to access grant and other types of funding beyond the life of the PPI would also contribute to long-term financial sustainability.

7.5 Improve evaluation of sustainable livelihood initiatives with documentation and communication of lessons

Understanding what works and what doesn't when designing sustainable livelihood PPIs for fisherfolk in the Caribbean is difficult due to inadequate evaluation of PPIs. Documenting and communicating challenges and lessons learned would help to facilitate improved design and replication of similar initiatives in other fishing communities with more successful outcomes. Additionally, evaluators should not shy away from documenting and sharing information on failures and as well as successes. Further, evaluation of PPIs should be participatory, including direct feedback and assessment of outcomes by target beneficiaries (i.e. fisherfolk) to understand lessons from their perspective.

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Appendix 2: Snapshot of Microsoft Excel database

PPI Name	The Caribbean Fish Sanctuary Partnership (C-Fish) Initiative
Target countries	Jamaica, Saint Lucia, Grenada, Saint Vincent and the Grenadines
Funding Agency	UK aid
Executing Agency	The CARIBSAVE-INTASAVE Group
Duration of Project	4 years (2012-2016)
Project Objectives	<p>Provide financial and technical support for management of community-based Marine Protected Areas (MPAs)</p> <p>Promote public awareness of environmental, social and economic benefits that MPAs can generate in Caribbean countries</p> <p>Promote alternative livelihoods in fishing communities and build mutually beneficial linkages between the tourism and fisheries sectors</p> <p>Facilitate stakeholder participation and monitor effectiveness of MPA management</p>
Project Results	<p>Capacity building for management and enforcement</p> <p>Strengthening governance and training in MPA management</p> <p>Support network of fish sanctuaries with media releases and coordination</p> <p>Public awareness through website, newsletters,</p> <p>Promote and support alternative livelihood opportunities</p> <p>Sustainable financing via the establishment of the C-Fish Fund</p> <p>Monitoring and research using Aquacam, Community-based Live Fish (CLIF) and collection of data from the community using questionnaires and surveys</p>
Country needs and gaps identified	<ul style="list-style-type: none"> – Networks of MPAs should be strengthened and scaled up – Multiple methods should be used for monitoring fish biomass (trap-based methods combined with visual surveys) – Enforcement – New technologies should be employed – Incentives and livelihoods – Renewable energy – Knowledge management – Policies for wider fisheries and coastal zone management – MPAs and coral restoration
Lessons learnt and recommendations	<p><u>Lessons learnt</u></p> <ul style="list-style-type: none"> – Linking community-based conservation with community development – Importance of local leadership and community champions – Local support and capacity for enforcement – Monitoring of fish biomass using several methods – Private sector partnerships – Governance of MPAs – Financing <p><u>Recommendations</u></p> <ul style="list-style-type: none"> – Networks of MPAs should be strengthened and scaled up – Multiple methods should be used for monitoring fish biomass (trap-based methods combined with visual surveys) – Enforcement – New technologies should be employed – Incentives and livelihoods

	<ul style="list-style-type: none"> – Renewable energy – Knowledge management – Policies for wider fisheries and coastal zone management – MPAs and coral restoration
Overarching themes	Capacity building, Stakeholder engagement, Monitoring and evaluation
Website	https://www.caribbeanclimate.bz/our-work/c-fish-project-eco-system-based-adaptation/

Appendix 3: Interview Guide

Developing Organisational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-scale Fisheries (StewardFish)

Interview Guide

April 2020

Background

The Caribbean Natural Resources Institute (CANARI) is working with the Caribbean ICT Research Programme of the University of the West Indies (UWI-CIRP), Centre for Resource Management and Environmental Studies of the University of the West Indies (UWI- CERMES), Caribbean Network of Fisherfolk Organisation (CNFO) and the Caribbean Regional Fisheries Mechanism (CRFM) to execute the “Developing Organisational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries ([StewardFish](#)) Project”. The objective of this project is to empower fisherfolk throughout fisheries value-chains to engage in resource management, decision-making processes and sustainable livelihoods with strengthened institutional support at all levels.

StewardFish recognises that limited benefits are derived from the experience and best practices of past fisheries livelihood interventions that have been carried out in the Caribbean. To address this challenge, CANARI is conducting an assessment of past and current sustainable fisheries livelihood projects, programmes and initiatives (PPIs) in the Caribbean to identify best practices and lessons learned, within the context of the [Small-Scale Fisheries \(SSF\) Guidelines](#) and Caribbean Community Common Fisheries Policy ([CCCFP](#)), which can be shared and be of benefit in the development and implementation of similar PPIs. The lessons learned and best practices identified will also be used to create profiles for sustainable fisheries livelihoods.

As part of the assessment, CANARI is seeking to set up interviews with key stakeholders, including fisherfolk, who would be knowledgeable about past and current sustainable fisheries livelihoods PPIs that have been implemented at the regional and national levels. This interview guide is targeted at stakeholders with knowledge about national PPIs and the questions therein are aimed at gaining a better understanding of lessons learned and best practices from current and past PPIs. This guide can be filled out and submitted as a questionnaire as well as provide the basis for a phone/skype interview which will be scheduled between the respondent and CANARI.

Please complete questions 1-6 below and return a copy of the completed interview guide to Ms. Crystal Dasent, Junior Consultant, CANARI at crystaldasent1990@gmail.com.

1. Please complete the table below for 1-5 current or past PPIs, implemented in your country within the last 10 years, that included/s a focus on sustainable fisheries livelihoods

No.	Name of PPI	What were the specific objectives of the PPI related to sustainable fisheries livelihoods	Implementing organisation	PPI duration	Where can more information on this PPI be found (e.g. you can provide us with the name and contact information for the lead contact person for the PPI, a website link and/or final project report/final project evaluation report. if available)
1.					
2.					
3.					

2. From the PPIs in Question 1, what were some of the best practices that contributed to their success and sustainability?

No.	Name of PPI	Factors responsible for success and sustainability of PPI
1.		
2.		
3.		

3. From the PPIs in Question 1, what lessons were learned (from either successes and/or failures under the PPI) that would contribute to the success of future sustainable livelihood PPIs in the target country and/or other countries in the region?

No.	Project Name	Lessons learnt
1.		
2.		
3.		

4. What measures have been put in place to ensure sustainability of the benefits derived from the PPIs listed at Question 1?
5. What long term changes have been observed in the communities where these PPIs have been implemented? Have there been policies to support these changes?
6. What is the main source of funding for sustainable fisheries livelihood PPIs in the country? Can you provide contact information for person/s who can provide more information on funding?

Appendix 4: Persons contacted for interviews

*Persons interviewed

Country	National Fisheries Division contacts	Fisherfolk Organisations contacts	Civil Society contacts
Antigua and Barbuda	Jamie Herbert Fisheries Officer	Devon Warner BFA Chair	Ms. Arica Hill The Environmental Awareness Group of Antigua and Barbuda Executive Director
Barbados	Joyce Leslie Deputy Chief Fisheries Officer	Vernel Nicholls BARNUFO Chair	Maria Pena CERMES Project Officer Iris Monnereau CC4Fish Programme Coordinator
Belize	Isabel Martinez* Fisheries Officer	Armando Ramirez BFCA Chair	
Guyana	Denzil Roberts Chief Fisheries Officer	Pamashwar Jainarine	
Jamaica	Shellene Berry* Fisheries Officer	Glaston White JFCU Treasurer	Mr. Sherron Baker* Food for the Poor Ms. Ingrid Parchment* Caribbean Coastal Area Management Foundation (C- CAM) Executive Director Owen Day* C-Fish Initiative
Saint Lucia	Margaret R. Straughn Fisheries Assistant	Devon Stephen SLNFO Vice Chair	Mr. Bishnu Tulsie Saint Lucia National Trust Director Joan John- Neville* ECMANN Project
Saint Vincent and the Grenadines	Kris Isaacs Senior Fisheries Officer	Winsbert Harry* SVGNFO Chair	Ms. Orisha Joseph Sustainable Grenadines Inc. Executive Director