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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- Overview of the StewardFish project and 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

- **Component 1: Developing organisational capacity for fisheries governance**
  - **Outcome 1.1** Fisherfolk improve organization capacity to meet objectives that enhance well-being
  - **Outcome 1.2** Fisheries-related state agencies have capacity to support fishing industry stewardship

- **Component 2: Enhancing ecosystem stewardship for fisheries sustainability**
  - **Outcome 2.1** Healthier habitats and reduced pollution achieved through a participatory ecosystem approach to fisheries

- **Component 3: Securing sustainable livelihoods for food and nutrition security**
  - **Outcome 3.1** Livelihoods throughout fisheries value chains balance development with conservation for food and nutrition security

- **Component 4: Project management, monitoring and evaluation, and communication**
  - **Outcome 4.1** Good governance and learning for adaptation institutionalized among fisherfolk organisations

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 29\textsuperscript{th} 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.
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:

<table>
<thead>
<tr>
<th>WHO?</th>
<th>WHAT?</th>
<th>GOAL</th>
<th>EXAMPLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coastal communities • All stakeholders • Fisherfolk • Politicians • Tourists • Consumers • Fisheries Agencies • Youth • Judiciary</td>
<td>Promote best practices • Advocate • Conserve/Protect • Educate/Communicate • Enforces rules/monitors • Practices sustainable use • Manage • Participates in decision-making • Responsible Use</td>
<td>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</td>
<td>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</td>
</tr>
</tbody>
</table>

**Match WHO + WHAT**
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”

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

<table>
<thead>
<tr>
<th>Planning, monitoring, evaluation and learning</th>
<th>Resources / capacity</th>
<th>Governance</th>
<th>Management</th>
<th>Stakeholder engagement and partnerships</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Clarity of purpose</td>
<td>1. Human resource management</td>
<td>1. Legal status</td>
<td>1. Structure</td>
<td></td>
</tr>
<tr>
<td>2. High-level plans for achieving purpose</td>
<td>2. Financial resources management</td>
<td>2. Board structure, orientation and policies</td>
<td>Systems (other than financial and human resources)</td>
<td></td>
</tr>
<tr>
<td>3. Operational planning</td>
<td>3. Material resources (ICT, facilities, equipment)</td>
<td>3. Role of the Board in governance and strategic leadership</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>6. Leadership and decision-making</td>
<td>6. Organisational values</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>7. Organisational values</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1. Stakeholder engagement</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2. Partnerships</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3. Communication (external)</td>
<td></td>
</tr>
</tbody>
</table>

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

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

A financing strategy guides a coordinated effort to reach your destination

What is financial sustainability?

A financing strategy guides a coordinated effort to reach your destination
## 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

### 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

### 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

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:

<table>
<thead>
<tr>
<th>Fundraising strategy</th>
<th>Opportunities/ideas</th>
<th>FFO capacities needed (pre-requisites)</th>
<th>Pros/advantages</th>
<th>Cons/disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracts for services</td>
<td>Expertise/resources held by the organisation:</td>
<td>• Knowledge and experience</td>
<td>• Funding is unrestricted</td>
<td>• May increase work load</td>
</tr>
<tr>
<td></td>
<td>• Spatial planning</td>
<td>• Expertise</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Facilitation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Renting or selling equipment or materials</td>
<td>Rental of projector equipment</td>
<td>• Technician to operate and service equipment</td>
<td>• Revenue collection</td>
<td>• Lack of frequency in rental</td>
</tr>
<tr>
<td></td>
<td>• Team member trained in managing equipment</td>
<td></td>
<td>• Other rental sources</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Team member trained in managing equipment</td>
<td></td>
<td>• More promotion</td>
<td></td>
</tr>
<tr>
<td>Donations</td>
<td>Oil companies</td>
<td>• Proposal writing</td>
<td>• Funding may be unrestricted</td>
<td>• Depending on the donor’s reputation, may have negative perception by the public</td>
</tr>
<tr>
<td></td>
<td>• Effective communication skills</td>
<td>• Good standing (legitimacy)</td>
<td>• Easy access</td>
<td>• May be a one-off payment</td>
</tr>
<tr>
<td></td>
<td>• Team member trained in managing equipment</td>
<td></td>
<td>• Simple reporting requirements</td>
<td>• Donors may want to manipulate decisions of the organisation</td>
</tr>
<tr>
<td>Grant-funded projects</td>
<td>UNDP GEF SGP</td>
<td>• Grant writing skills</td>
<td>• Many options available to access grant funds</td>
<td>• Older fisherfolk leaders may not be willing to learn grant writing skills</td>
</tr>
<tr>
<td></td>
<td>• Assistance with identifying potential donors</td>
<td>• Wide range of grant funds available (small to large)</td>
<td>• Funding restricted to a particular purpose or project</td>
<td></td>
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<tr>
<td></td>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>
**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 core challenges. Participants then worked in groups to recommend practical strategies to address each core challenge.

<table>
<thead>
<tr>
<th>Core challenge</th>
<th>Recommendations</th>
</tr>
</thead>
</table>
| Lack of capacity to provide financial oversight and strategic direction | • 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   | • 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       | • 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
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.**

**Appreciative Inquiry Approach...**

- Focus on what to fix
- Looks for problems, causes
- Blame and division
- Breaks things into pieces, leading to fragmented responses
- Analyses possible solutions
- Top-down approach
- Slow pace of change

**FIXING THE PROBLEM**

- Focus on what to grow
- Leads with questions
- Ownership & collaboration
- Keeps the big picture in view
- Envisioning what might be
- Open conversation and co-construction
- Positive dynamic fosters change

**LEVERAGING THE POSITIVE**

**Problem solving**
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)

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

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.
Being a Mentor: What is mentoring & a mentor’s role

Participants were asked to reflect on the below 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.
Participants identified the following soft skills for mentors:

<table>
<thead>
<tr>
<th>Balanced/Fair</th>
<th>Able to put myself in my mentee’s shoes</th>
<th>Passionate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender sensitive</td>
<td>A good Listener</td>
<td></td>
</tr>
<tr>
<td>Willing to share time</td>
<td>Foresight</td>
<td></td>
</tr>
<tr>
<td>Patient</td>
<td>Open communication</td>
<td></td>
</tr>
<tr>
<td>Able to network</td>
<td>A team player</td>
<td></td>
</tr>
<tr>
<td>Flexible</td>
<td>Emotional intelligence</td>
<td></td>
</tr>
</tbody>
</table>

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

- Sociable
- Balanced/Fair
- Able to put myself in my mentee’s shoes
- Passionate
- Gender sensitive
- A good Listener
- Foresight
- Able to overcome barriers
- Humble
- Sociable
- Willing to share time
- Broad shoulders
- Patient
- Understanding (Able to understand the needs of fisherfolk & their families)
- Open communication
- A team player
- Able to network
- Emotional intelligence
- Flexible
- Gender sensitive
- Emotional intelligence

Research shows 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.”
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:

<table>
<thead>
<tr>
<th>Common organisational strengths identified</th>
<th>Common areas for organisational strengthening identified</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Organisation is legally registered</td>
<td>• Limited fundraising capacity</td>
</tr>
<tr>
<td>• Board meets regularly</td>
<td>• No high-level plans such as business and strategic plans</td>
</tr>
<tr>
<td>• Committed leadership</td>
<td>• Inactive membership</td>
</tr>
<tr>
<td>• Focus on stakeholders</td>
<td>• Weak relationships with partners, especially government</td>
</tr>
</tbody>
</table>

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.
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.

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?
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.

1. **Select one MPA** in collaboration with NFO leaders in 6 countries (Barbados, Belize, Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines), to be the focus of practical Ecosystem Approach to Fisheries (EAF) application in a learning-by-doing approach to building capacity.

2. **Facilitate site visits with NFO leaders** and civil society organisations and government agencies managing the MPAs, to jointly analyse the issues affecting small-scale fisheries and to explore potential stewardship actions by fisherfolk.

3. **Work with the NFO leaders to develop local stewardship action plans**, with input from other stakeholders, to guide stewardship actions in following years.

In country groups participants focused on step 1 in an in-workshop session.
Step 1: Selecting an MPA

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Probing question</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geography</td>
<td>Is the site easy for fisherfolk to get to?</td>
<td>The MPA should be easy to access by the target fisherfolk organisation; not requiring lengthy travel times, or high travel costs to get to.</td>
</tr>
<tr>
<td>Importance</td>
<td>Is the MPA an important ecosystem for fishing?</td>
<td>Ideally, the MPA should be important for a key commercial fishery such as a nursery or spawning ground.</td>
</tr>
<tr>
<td>Use</td>
<td>Is the area in and/or around the MPA used by fishers?</td>
<td>The areas around the MPA should be commonly used by fishers e.g. the area surrounding the MPA may be a popular fishing ground.</td>
</tr>
<tr>
<td>Threats</td>
<td>Is the MPA (or surrounding areas) threatened by misuse, overuse, pollution, climate change etc.?</td>
<td>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.</td>
</tr>
<tr>
<td>Relationships</td>
<td>Do fisherfolk have positive relationships with the managers and other users of the MPA?</td>
<td>Ideally, existing positive relationships between fisherfolk and MPA managers would make engagement easier.</td>
</tr>
<tr>
<td>Participation</td>
<td>Do the management arrangements for the MPA enable participation by civil society, particularly fisherfolk organisations?</td>
<td>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.</td>
</tr>
</tbody>
</table>

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:

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

Selected MPAs for each target country with criteria ranking:

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

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

Mentors agreed on a deadline of **December 31, 2019** for submission of their mentee organisational capacity assessment reports.
StewardFish country teams
<table>
<thead>
<tr>
<th>Category</th>
<th>First Name</th>
<th>Last Name</th>
<th>Job Title</th>
<th>Organisation</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>NFO</td>
<td>Devon</td>
<td>Warner</td>
<td>President</td>
<td>Barbuda Fisherfolk Association</td>
<td>Antigua and Barbuda</td>
</tr>
<tr>
<td>NFO</td>
<td>Vernel</td>
<td>Nicholls</td>
<td>President</td>
<td>Barbados National Union of Fisherfolk Organizations (BARNUFO)</td>
<td>Barbados</td>
</tr>
<tr>
<td>NFO</td>
<td>Pamashwar</td>
<td>Jainarine</td>
<td>President</td>
<td>Guyana National Fisherfolk Organisation (GNFO)</td>
<td>Guyana</td>
</tr>
<tr>
<td>NFO</td>
<td>Glaston</td>
<td>White</td>
<td>Representative</td>
<td>Jamaica Fishermen's Co-operative Union Ltd. (JFCU)</td>
<td>Jamaica</td>
</tr>
<tr>
<td>NFO</td>
<td>Devon</td>
<td>Stephen</td>
<td></td>
<td>Saint Lucia Fisherfolk Cooperative Society Limited (SLFCSL)</td>
<td>St. Lucia</td>
</tr>
<tr>
<td>NFO</td>
<td>Winsbert</td>
<td>Harry</td>
<td>President</td>
<td>St. Vincent and The Grenadines National Fisherfolks Co-Operative Limited (SVGNFO)</td>
<td>St. Vincent &amp; the Grenadines</td>
</tr>
<tr>
<td>Mentors</td>
<td>Ruth</td>
<td>Spencer</td>
<td>National Coordinator</td>
<td>GEF Small Grants Programme</td>
<td>Antigua and Barbuda</td>
</tr>
<tr>
<td>Mentors</td>
<td>Bertha</td>
<td>Simmons</td>
<td>Independent Consultant</td>
<td>Barbados</td>
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<tr>
<td>Mentors</td>
<td>Lucito</td>
<td>Ayuso</td>
<td>Community Liaison Manager</td>
<td>Belize Audubon Society</td>
<td>Belize</td>
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<tr>
<td>Mentors</td>
<td>Kemraj</td>
<td>Parsram</td>
<td>Independent Consultant</td>
<td>Environment and Regulatory Service</td>
<td>Guyana</td>
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<tr>
<td>Mentors</td>
<td>Ava</td>
<td>Tomlinson</td>
<td>Senior Public Education Community Outreach Officer</td>
<td>National Environment and Planning Agency</td>
<td>St. Lucia</td>
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<tr>
<td>Mentors</td>
<td>Augustine</td>
<td>Dominique</td>
<td>Project Areas Manager</td>
<td>Ministry of Sustainable Development, Energy, Science and Technology</td>
<td>St. Lucia</td>
</tr>
<tr>
<td>Mentors</td>
<td>Maren</td>
<td>Headley</td>
<td>Research Graduate</td>
<td>Caribbean Regional Fisheries Mechanism (CRFM)</td>
<td>St. Vincent &amp; the Grenadines</td>
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<tr>
<td>Fisheries-related state agencies’ focal point</td>
<td>DFO</td>
<td>Ian</td>
<td>Horsford</td>
<td>Chief Fisheries Officer (Ag)</td>
<td>Fisheries Division, Ministry of Agriculture, Lands Fisheries and Barbuda Affairs</td>
</tr>
<tr>
<td>Fisheries-related state agencies’ focal point</td>
<td>DFO</td>
<td>Therese</td>
<td>Moore</td>
<td>Data Collector</td>
<td>Fisheries Division, Ministry of Maritime Affairs and The Blue Economy</td>
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<td>Fisheries-related state agencies’ focal point</td>
<td>DFO</td>
<td>Gilbert</td>
<td>Young</td>
<td>Assistant Fisheries Officer</td>
<td>Fisheries Division, Ministry of Agriculture, Fisheries, Forestry, The Environment, Sustainable Development and Immigration</td>
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<td>Fisheries-related state agencies’ focal point</td>
<td>DFO</td>
<td>Ingrid</td>
<td>Peters</td>
<td>Principal Fisheries Officer</td>
<td>Ministry of Agriculture</td>
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<td>Fisheries-related state agencies’ focal point</td>
<td>DFO</td>
<td>Shellene</td>
<td>Berry</td>
<td>Fisheries Officer</td>
<td>National Fisheries Authority, Ministry of Industry, Commerce, Agriculture and Fisheries Resources and Co-operatives</td>
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<tr>
<td>Fisheries-related state agencies’ focal point</td>
<td>DFO</td>
<td>Margaret R.</td>
<td>Straughn</td>
<td>Fisheries Assistant</td>
<td>Department of Fisheries, Ministry of Agriculture, Fisheries, Physical Planning, Natural Resources and Co-operatives</td>
</tr>
<tr>
<td>Fisheries-related state agencies’ focal point</td>
<td>DFO</td>
<td>Jennifer</td>
<td>Cruickshank-Howard</td>
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<tr>
<td>Fisheries-related state agencies’ focal point</td>
<td>DFO</td>
<td>Jeremy</td>
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<td>Fisheries-related state agencies’ focal point</td>
<td>DFO</td>
<td>Travon</td>
<td>Ferary</td>
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<tr>
<td>Partners</td>
<td>Shelly</td>
<td>Ann Cox</td>
<td>Postdoctoral Research Associate</td>
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</tr>
<tr>
<td></td>
<td>Terrence</td>
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</tr>
<tr>
<td></td>
<td>Coleen</td>
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<td>FAO</td>
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<tr>
<td></td>
<td>Mitchell</td>
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<td>Antigua and Barbuda</td>
</tr>
<tr>
<td>Workshop Facilitators</td>
<td>Nicole</td>
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</tr>
<tr>
<td>CANARI</td>
<td>Alexander</td>
<td>Girvan</td>
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<tr>
<td>CANARI</td>
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<td>Albert</td>
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<tr>
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<td>Andrews</td>
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<tr>
<td>CANARI</td>
<td>Neema</td>
<td>Ramlogan</td>
<td>Technical Officer</td>
<td>Caribbean Natural Resources Institute (CANARI)</td>
<td>Trinidad and Tobago</td>
</tr>
</tbody>
</table>
Reflections from workshop participants: Looking back over the workshop, the most significant change for me is...

- 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.
- 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 what is stewardship. The definition of institution also really stood out to me.
- Learning from the entire group. I felt everyone had something good to contribute.
- Appreciating the fisherfolk representative in my country. He is really full of knowledge.
- Realising the weaknesses in my FFO, looking at its strengths and knowing I have a great resource in the Fisheries Division.
- This project allows fisherfolk to reflect on the business of fishing and on their organisations to identify improvements.
- 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.
- A reignited love for fisheries and inspiration to do more – beyond the role as a mentor.

Clarity on stewardship and the role government plays. Realising the need to step up in engaging FFOs.
StewardFish is being funded by the Global Environment Facility (GEF), implemented by the Food and Agriculture Organization of the United Nations (FAO) Sub-Regional Office for Latin America and the Caribbean, and executed by five (5) regional partners - Caribbean Natural Resources Institute (CANARI), Centre for Resource Management and Environmental Studies (UWI-CERMES), Caribbean ICT Research Programme (UWI-CIRP), Caribbean Network of Fisherfolk Organisations (CNFO), and the Caribbean Regional Fisheries Mechanism Secretariat (CRFM Sec.) - in Antigua and Barbuda, Barbados, Belize, Guyana, Jamaica, St. Lucia and St. Vincent and the Grenadines