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**Terminal evaluation of “Developing  
Organisational Capacity for Ecosystem  
Stewardship and Livelihoods in Caribbean  
Small-Scale Fisheries (StewardFish)”**

**Project symbol: GCP/SLC/211/GFF  
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## Abstract

This report presents the terminal evaluation of the regional project “*Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries*” (StewardFish) (project symbol GCP/SLC/211/GFF and GEF ID: 9720). The terminal evaluation was implemented from mid-September 2021 to April 2022 and was carried out in tandem with the terminal evaluation of the “Climate Change Adaptation in the Eastern Caribbean Fisheries Sector Project (CC4FISH)” (GCP/SLC/202/SCF).

The mid-sized StewardFish project was implemented by FAO and executed by the Western Central Atlantic Fishery Commission (WECAFC) in collaboration with five regional entities: Caribbean Regional Fisheries Mechanism (CRFM), Caribbean Network of Fisherfolk Organisations (CNFO), Caribbean Natural Resources Institute (CANARI), University of the West Indies Centre for Resource Management and Environmental Studies (UWI-CERMES) and the Caribbean ICT Research Programme (UWI-CIRP). The participating countries were Antigua and Barbuda, Barbados, Belize, Guyana, Jamaica, Saint Lucia, and St. Vincent and the Grenadines. The StewardFish project aimed 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.

The evaluation used a mixed-methods approach. The methodology to collect data and information included document review, preparation of a draft Theory of Change (ToC) and stakeholder analysis, an outcome mapping exercise, an e-survey and semi-structured on-line interviews. A major limitation was presented by the COVID-19 pandemic and associated travel restrictions and human health risks, which prevented face-to-face interviews with stakeholders, site visits and meetings with local communities.

The project was very relevant to GEF, FAO, the project countries and consistent with the environment and development priorities of the region. Some weaknesses were identified in the results framework with respect to outcomes, indicators and the appropriateness of some of the activities to achieve the results. The project was effective considering the short timeframe (3 years) and severe impact of COVID-19 during the main period of implementation, with nearly all the planned outputs achieved. The co-executing project partners applied adaptive management well, individually and collaboratively. The project provided good value for money and re-allocated resources timely for maximum results. It also demonstrated a high likelihood of sustainability of results and a successful participatory approach, involving a network of diverse stakeholders at the local, national and regional levels. The capacity for gender analyses was increased at the country level and first steps towards mainstreaming gender were taken. The project generated a significant number of communication and knowledge products which need to be more widely disseminated.

The evaluation presents 8 conclusions, a number of recommendations to FAO (Sub-regional Office for the Caribbean and FAO over-all), regional organisations and national governments, and 8 Lessons Learned. The overall project evaluation rating is **Satisfactory**.



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## Abbreviations and acronyms

AWP/B	Annual Work Plan and Budget
BARNUFO	Barbados National Union of Fisherfolk Organisations
BCFA	Belize Fishermen Co-operative Association
BFA	Barbuda Fisherfolk Association
BH	Budget Holder
CANARI	Caribbean Natural Resources Institute
CARICOM	Caribbean Community
CC	Climate Change
CCA	Climate Change Adaptation
CC4FISH	Climate Change Adaptation in the Eastern Caribbean Fisheries Sector Project
CCCCFP	Caribbean Community Common Fisheries Policy
CDS	Capacity Development Specialist
CFPA	Central Fish Processors Association
CLI	CNFO Leadership Institute
CLME+	Caribbean and North Brazil Shelf Large Marine Ecosystems project
CNFO	Caribbean Network of Fisherfolk Organisations
CRFM	Caribbean Regional Fisheries Mechanism
CSO	Civil Society Organisation
EAF	Ecosystem Approach to Fisheries
EBM	Ecosystem Based Management
ET	Evaluation Team
ETL	Evaluation Team Leader
FAC	Fisheries Advisory Committee
FAD	Fish Aggregating Device
FAO	Food and Agriculture Organisation of the United Nations
FF	Fisherfolk
FFO	Fisherfolk Organisation
FLO	Funding Liaison Officer
FP	Focal Point
FPIC	Free, Prior and Informed Consent
GEF	Global Environmental Facility
GEO	Global Environment Objective
GNFO	Guyana National Fisheries Organisation
ICT	Information and Communication Technology
JFCU	Jamaica Fishermen Co-operative Union
KII	Key Informant Interview
LoA	Letter of Agreement
LTO	Lead Technical Officer
M&E	Monitoring and Evaluation
MTE	Mid-Term Evaluation
NFA	National Fisheries Authority
NFO	National Fisherfolk Organisation
NFP	National Focal Point
NGO	Non-Governmental Organisation
NIC	National Inter-sectoral Coordination Mechanism
NPC	National Project Coordinator
NPCU	National Project Coordinating Unit
NPD	National Project Director

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OED	FAO Office of Evaluation
OFP	GEF Operational Focal Point
OSPESCA	Central American Fisheries and Aquaculture Organisation
PDO	Project Development Objective
PM&E	Participatory M&E
PMU	Project Management Unit
PFP	Project Focal Point
PICES	Powering Innovations in Civil Society and Enterprises for Sustainability in the Caribbean
PIR	Project Implementation Review
PM&E	Participatory Monitoring and Evaluation
PPR	Project Progress Report
PTF	Project Task Force
RFB	Regional Fisheries Body
RPC	Regional Project Coordinator
RPSC	Regional Project Steering Committee
SAP	CLME+ Strategic Action Programme
SCCF	GEF Special Climate Change Fund
SIDS	Small Island Developing States
SLC	FAO Sub-regional Office for the Caribbean
SLFCS	Saint Lucia Fisherfolk Cooperative Society
SSF	Small-Scale Fisheries
SVGNFO	St. Vincent and the Grenadines National Fisherfolk Organization
TE	Terminal Evaluation
TL	Team Lead
TM	Team Member
TNC	The Nature Conservancy
ToC	Theory of Change
ToR	Terms of Reference
UNMSDF	United Nations Multi-Country Sustainable Development Framework
UWI	University of the West Indies
UWI-CERMES	UWI Centre for Resource Management and Environmental Studies
UWI-CIRP	UWI Caribbean ICT Research Programme
WECAFC	FAO Western Central Atlantic Fishery Commission

## Executive summary

### Introduction

1. The project “*Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries*” (StewardFish) aimed to support the implementation of the CLME+ SAP in seven member states of the Caribbean Regional Fisheries Mechanism (CRFM). Its objective was 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. Specifically, StewardFish addressed the CLME+ SAP strategies 1-3<sup>1</sup> in order to ensure better engagement of state and non-state actors within the fisheries sector in the implementation of the CLME+ SAP. The participating countries were Antigua and Barbuda, Barbados, Belize, Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines. StewardFish was implemented through four components:
  - *Component 1: Developing organisational capacity for fisheries governance.*
  - *Component 2: Enhancing ecosystem stewardship for fisheries sustainability.*
  - *Component 3: Securing sustainable livelihoods for food and nutrition security.*
  - *Component 4: Project management, monitoring and evaluation, and communication.*
2. The mid-sized StewardFish project was implemented by FAO and executed by the Western Central Atlantic Fishery Commission (WECAFC) with five regional entities: CRFM, Caribbean Network of Fisherfolk Organisations (CNFO), Caribbean Natural Resources Institute (CANARI), University of the West Indies Centre for Resource Management and Environmental Studies (UWI-CERMES) and the Caribbean ICT Research Programme (UWI-CIRP). It was implemented between July 2018 and September 2021 with a GEF contribution of US\$1.776m.
3. The Terminal Evaluation (TE) was carried out from mid-September 2021 to April 2022 to promote accountability to GEF and the project stakeholders. The TE specifically assesses the results achieved by the project and the sustainability of its interventions and also identifies lessons learned over the entire project period. Through recommendations targeted to the GEF, FAO, partners, and government counterparts, the findings of the evaluation aim at informing decision-making regarding relevant future activities and initiatives.
4. The TE has taken into consideration the impact of COVID-19 on the project and highlights initiatives taken and adaptive management applied to facilitate project delivery and response during the uncertainty of the pandemic. The StewardFish TE was carried out in tandem with the TE of the “Climate Change Adaptation in the Eastern Caribbean Fisheries Sector Project (CC4FISH)” (GCP/SLC/202/SCF). The TE provides feedback and input on GEF’s core indicators and results systems and may deepen GEF’s experience with Small Island Developing States (SIDS). The TE is utilisation-focused, consultative, participatory and transparent, complexity-aware and framed by common evaluation standards, criteria and rating schedules. The TE used a mixed-methods approach, which is particularly relevant in light of the impossibility to conduct field visits and in-person interviews due to the COVID-19 pandemic. Among the evaluation’s primary audience are the governments of the seven participating countries, in particular their National Fisheries Authorities (NFAs), the Fisherfolk Organisations (FFOs) across the region, the participating regional co-executing entities, the GEF and FAO staff. Key project stakeholders were involved in

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<sup>1</sup> *Enhance the regional governance arrangements for the protection of the marine environment (Strategy 1); Enhance the regional governance arrangements for sustainable fisheries (Strategy 2); and, Establish and operationalise a regional policy coordination mechanism for ocean governance, with initial focus on shared living marine resources (Strategy 3).*

the TE through interviews, an e-survey, an outcome mapping session and various meetings, including two feedback sessions on the preliminary evaluation findings.

## **Main findings and conclusions**

5. The evaluation Terms of Reference (ToR) defined 32 specific evaluation questions to be addressed. The evaluators eliminated two of these questions, but also added two. The main findings and conclusions based on these questions have been grouped according to the criteria, which are listed below. Ratings are provided in the Rating Table at the end of this summary.

## **Relevance**

6. The project was very relevant to GEF, FAO, the project countries as well as consistent with the environment and development priorities of the region. The strengthening of Fisherfolk Organisations (FFOs) for participating in governance and decision-making processes and environmental stewardship is an essential aspect of the Ecosystem Approach to Fisheries (EAF). The project served to implement strategies of the Strategic Action Programme of the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+) project (CLME+). It was also relevant to the FAO Country Programming Frameworks, is aligned to FAO's strategic framework 2022-2031, as well as regional strategies and programmes. Regarding project design, some weaknesses were identified in the results framework with respect to outcomes, indicators and the appropriateness of some of the activities to achieve the outputs and outcomes. Many stakeholders agreed that StewardFish, in light of its limited primary target group, should have been a longer-term project with activities given more time to feed into each other. Nevertheless, it was designed consistent with the institutional capacities of the co-executing partners. These as well as beneficiaries, displayed a high level of readiness to commence the project. The project activities were the product of continuing participatory planning and were mostly considered relevant by the stakeholders; however, some activities were not successful due to the pandemic. During the TE, no factors were found to indicate a change in the relevance of the project objectives and goals.

## **Effectiveness – achievement of project results**

7. The project was effective, in particular considering the short timeframe (3 years) and severe impact of COVID-19 during the main period of implementation. A three-year project proved too short for completing the many capacity building and strengthening processes fostered by StewardFish. Nevertheless, the TE demonstrated that the co-executing project partners were able to apply adaptive management well, individually and in collaborative ways. Based on the quantitative indicators set, the average rate of achievement of outputs is 91%. Four of the five outcomes are rated Satisfactory; however, Outcome 3.1 is rated as Moderately Unsatisfactory because the outcome was articulated too ambitiously to be achieved. There were a number of important innovations in approaches and outputs. Due to the pandemic, the project moved a great number of activities on-line, the regional partners collaborated more closely in implementation, blending some of the activities and coordinating the employment of local consultants as essential intermediaries. The project laid a solid foundation for continuation of institutional strengthening in future by launching the CNFO Leadership Institute (CLI). Additionally, at the end of the project period, the Regional Project Steering Committee (RPSC) authorised the use of unspent funds remaining (due to low spending on travel and workshops) on two specific innovative actions: a livelihood recovery assistance project, following the volcanic eruption in St. Vincent and a fish silage pilot project in Barbados.
8. Considering some of the GEF-7 core indicators and targets, the project has started to lay a foundation for the achievement in the longer-term of global environmental benefits through

strengthening stakeholder capacity for ecosystem stewardship, increased collaboration in the management of shared marine resources and the engagement of a significant number of direct beneficiaries. In relation to the GEF-6 IW tracking tool indicators, StewardFish has strengthened the fisheries legal and policy framework at the regional and national levels, and initiated stress reduction measures through pilot projects in ecosystem stewardship. This may lead to environmental stress reduction if appropriate measures are implemented and upscaled.

## **Efficiency**

9. Despite a slow start, followed by disruptions by COVID-19 to its implementation, the project adapted and completed most of its activities and outputs close to schedule, with delays experienced for some activities. The project was extended three times for short periods, mainly due to the COVID-19 disruptions. There was a high level of collaboration between FAO and the regional co-executing institutions in the delivery of the outputs. These strategic partnerships with regional organisations which had the required mandate and expertise, were key in the efficient generation of the many results. Additionally, the PMU drew on the expertise of FAO experts in SLC and HQ.
10. The project provided good value for money and managed to re-allocate resources timely for maximum results. Each of the Letters of Agreement (LoAs) between FAO and the co-executing partners needed to be amended several times, mainly to reflect budget amendments, changes of scope and extensions which had become necessary due to COVID-19 disruptions. The LoAs with CNFO, CRFM and UWI-CIRP could be fully concluded by FAO-SLC. However, those with CANARI and UWI-CERMES needed authorisation by FAO-HQ since these were above the threshold for delegated financial authority (US\$150,000) and these partners reported delays in the finalisation and signing of LoAs and amendments. The procurement of computer and other ICT equipment by FAO for the NFOs in five countries participating in UWI-CIRP activities and CNFO was significantly delayed.

## **Sustainability**

11. There is a high likelihood that project results will continue to be useful and sustained, and contribute to achievement of long-term impact, through the project's legacy that includes strengthened capacity of FFOs and NFAs in several areas. Many capacity strengthening processes are self-reinforcing or are likely to be incorporated in follow-up activities of national and regional partners. A transformational mind shift has been initiated on EAF, ecosystem stewardship and gender awareness as well as in the interaction between FFOs and NFAs, which are critical first steps towards impact. The awareness of fisherfolk regarding ecosystem stewardship was increased. The establishment of the CNFO Leadership Institute will enable the sustainability of leadership training, if financial resources continue to be available. The project also produced toolkits, learning materials, policy instruments and visibility & awareness products. The risks to the sustainability of project benefits are rated to be significant in the area of financial risks and moderate in the areas of environmental, socio-political and institutional risks.
12. There is high potential for scaling up and replication of project results through the knowledge generated, strengthened FFO and NFA capacity, training materials, methodologies, tools and documented experiences, and policy instruments. The CLI will be vital in replicating and scaling up capacity strengthening of fisherfolk and other stakeholders. However, fisherfolk need to be kept interested and engaged and adequate financial and human resources are required for scaling up and replication.

## Monitoring and evaluation

13. The M & E design, as described in the project document (prodoc), was adequate and consistent with FAO and GEF requirements. The prodoc provided for the finalisation of the design of the M&E system during the inception workshop, which took place in September 2018. The results framework contains output and outcome indicators, baselines and quantitative mid-term and end of project targets. Some shortcomings in the results framework were identified by the TE. According to the project document, project outcome indicators were to measure the empowerment of fisherfolk throughout fisheries value chains to engage in resource management, decision-making processes and sustainable livelihoods with strengthened institutional support at all levels. However, the indicators and targets set in the Results Framework are all quantitative, which was found to not satisfactorily measure progress in an institutional and individual capacity building project such as StewardFish. The indicators and targets were discussed during the inception workshop, but not refined. Additionally, a Theory of Change was explored, but not further prepared. Initial baselines established during the project design phase were meant to be updated during the initial phase of project implementation, but this was not done.
14. Monitoring and reporting were consistent with GEF and FAO M&E requirements as reflected in the M&E plan described in the prodoc and elaborated in the inception workshop. The M&E plan was implemented in a timely manner and comprehensive reports were prepared. A participatory monitoring mechanism was established during the implementation phase of the project through monthly coordination meetings of the co-executing partners and regular meetings of the RPSC. However, a Terminal Report (narrative and financial), which is required by FAO and GEF, was not made available to the TE consultants during the conduct of the TE. Nevertheless, the results-sharing event held in September 2021 and in which the TE consultants participated, provided a comprehensive overview of the project progress and achievements.

## Quality of project implementation and execution

15. The quality of project management and delivery by FAO was high, especially considering the disruptions caused by the pandemic, which were effectively addressed by FAO SLC through continuous adaptive management. Challenges were encountered in administrative processes related to the processing of LoAs and procurement which often caused delays. However, significant improvement in administrative processes has been made, through structural changes at FAO SLC. The Regional Project Steering Committee (RPTC) and the Project Task Force (PTF) provided effective oversight and technical guidance to the project.
16. Successful completion and delivery of project activities and outputs would not have been possible without the involvement of the regional executing agencies, which were instrumental in the project's success. They each showed a high quality of management and delivery of the outputs for which they were responsible.

## Financial management and mobilisation of expected co-financing

17. The financial management of the project followed established procedures and requirements. However, results-based financial reporting was not performed. The project budget that was drawn up during project preparation, was substantially changed at various stages of the project. The post of Capacity Development Specialist was merged with that of the Project Coordinator and integrated into the duties of the regional partners, as the funds allocated for each position were insufficient. Similarly, the posts for three international consultants, respectively regarding institutional analysis, livelihood analysis and socio-economic & gender analysis, as well as for four resource persons, were absorbed by the regional partners which had the relevant expertise and

interest in delivering, in keeping with the decision of the inception workshop. Because of agile financial planning, the project adequately adapted to the unpredictable context of COVID-19 and other challenges. The amount of GEF funding committed through regional partners increased from US\$340k (19%, prodoc) to approximately US\$704k (40%, budget 2019) to US\$919k (52%, budget 2021).

18. Co-financing contributions were generally consistent with initial commitments with 83% realised by 30 June 2021, when five of the seven countries and four of the five regional partners had delivered more than 80% of the co-financing pledged at CEO endorsement.

### **Partnerships, stakeholder engagement and ownership of results**

19. Strategic partnerships, stakeholder engagement and collaboration during implementation were excellent and instrumental in the achievement of project outputs and outcomes. The adoption of a highly participatory approach in which the needs and capacity of the key beneficiaries were considered, resulted in high level of ownership of the project and its results among stakeholders. Important to note that FFOs and fishers from some non-partner countries also benefitted from the training exercises (thanks to the virtual approach that facilitated greater number of individuals to join at little or no additional cost). There was a rich network of key stakeholders/participants although the involvement of some was limited to only certain activities such as attendance of meetings and workshops. The active engagement of the GEF OFPs of the participating countries is increasingly expected. Stepping stones were laid for the engagement of stakeholders in the future: 53 fisheries-related state agencies, including the seven NFAs, were involved in the institutional and organisational analysis validation workshops/webinars in the seven project countries; in an effort to promote Fisheries Advisory Committees (FACs) and National Inter-sectoral Coordination Mechanisms (NICs), tourism, environment, trade related inter-governmental organisations, private sector and other sectors were approached; linkages were built with women organisations. Due to various factors, the project did not as yet strengthen existing NICs and FACs significantly. However, these mechanisms did contribute to engaging fisherfolk in information exchange and dissemination in Barbados, Belize, Guyana and Jamaica.

### **Communication, knowledge management and knowledge products**

20. The project generated a significant number of: (a) technical reports, (b) project reports (PIRs and PPRs), (c) manuals and training materials, and (d) communication and visibility products. However, accessibility to and the technical level of some of the documents are a challenge for most fisherfolk and there is need for more products that are targeted to specific non-technical audiences. There was no project communication and knowledge management (KM) strategy, nor provisions for a communication and knowledge management (KM) dedicated officer, although communication was covered in the project under Outcomes 4.1 and 2.1. The project made use of the communication and visibility mechanisms of partners at regional and national level. UWI-CERMES, CNFO and CRFM networks communicated activities through forums, newsletters, websites and social media. Efforts are being made by FAO SLC to make the publications accessible through a central regional online platform.

### **Cross-cutting concerns**

21. Gender dimensions were integrated in the large majority of the project activities and UWI-CERMES coordinated the conduct of a gender analysis in four pilot countries (Barbados, Guyana, Jamaica and St. Vincent & Grenadines). Experienced in-country gender analysis coordinators were recruited who actively promoted the focus groups, training and awareness sessions and assisted persons to participate. CNFO also actively promoted gender activities. Under the project, gender

equality gaps and considerations in fisheries industry leadership were researched and analysed and first steps towards mainstreaming gender were set. The capacity for gender analysis was increased in four countries through the training of trainers. However, sustainable change will depend on the continuation of these efforts in future.

22. The project was inclusive towards people involved in the fisheries industry, including a range of age groups. The industry is aging and special efforts were made by the project to engage youth in research and training. There was no specific involvement of indigenous peoples in StewardFish. Considering its focus on EAF, the project took environmental and social concerns fully into account, both in its design and implementation.

## Analysis regarding major themes

23. To facilitate pertinent reporting of the TE in the GEF on-line portal, some major themes are analysed and a synthesis provided:
- **Stakeholders' engagement** - The successful implementation of StewardFish was highly dependent on its participatory approach, involving a network of stakeholders at the local, national and regional levels. The NFAs and the umbrella FFOs in the seven participating countries, the regional partners and FAO were closely involved in participatory planning, including during the project inception meeting held in September 2018 and in execution of activities. GEF Operational Focal Points (OFPs) actively participated in the RPSC meetings. The participating countries were selected based on their interest at time of project design, as well as their institutional arrangements. In an effort to promote NICs or FACs, other sectors and lead agencies in the participating countries were approached by UWI-CERMES and CANARI, such as the tourism sector, agencies responsible for environment, disaster management, economic and industrial development, social welfare, etc. Some of these participated in the institutional and organisational analysis validation workshops.
  - **Gender** - There was a genuine interest in the topic of gender in fisheries among fisherfolk leaders in the region. The topic was new for most, but the issues were familiar and understood. During group interviews, both men and women emphasised the need to encourage women into the fishing industry, as well as the younger generation. The number of women in leadership positions increased in some cases. Regarding EAF, the consciousness on gender issues was supported by 1-page social media products, which were disseminated by WhatsApp and other platforms. In collaboration with the "Gender in Fisheries Team" (GIFT), an ongoing effort, UWI-CERMES conducted the "Wednesday Women" campaign, which produced 10 profiles of women fishers. In parallel, 13 profiles of male fishers were published as "Friday Fishers." Both campaigns emphasised EAF and CANARI used the information to prepare longer fishers' profiles.
  - **Knowledge management** - FFO leaders and fisherfolk interviewed expressed appreciation for the communication and visibility products and the opportunity for information sharing through these. However, there was some concern that the technical level of some of the information was inappropriate for fisherfolk (not reader friendly) and documents not easily accessible. These stakeholders do not have adequate time to read extensive reports and mostly access them on mobile telephones, which are most commonly used by FFO leaders and fishers to access information. Knowledge management was done jointly by the PMU with the regional partners, which published and distributed the products and incorporated them into their PM&E systems. They also included news about the project in their media and network communication. The PMU undertook to upload all products on the CLME+ Hub. While the partners' respective websites and newsletters etc. were effective mechanisms to

disseminate project information, this caused information dissemination to be fragmented. Not all the substantive reports produced were adapted for all audiences, although UWI-CERMES and CANARI produced communication products for specific target audiences such as FFO leaders and fisherfolk. All the regional partners have uploaded project reports on their websites. CNFO, which is the hub for Caribbean fisherfolk, is also a document repository and communication platform, as is the CLME+ Hub ([www.clmeplus.org](http://www.clmeplus.org)). However, at the time of writing this report (April 2022), there was limited availability of project documentation on these websites. Another platform for sharing of knowledge and experiences for GEF IW projects is IW:LEARN (<https://iwlearn.net>) but so far only the Stewardfish project document is available on this website. In September 2021, the PMU convened a project results-sharing event to which all partners and key stakeholders were invited.

## Recommendations

24. The findings and conclusions of the TE highlight the effectiveness of the CNFO Leadership Institute (CLI) which was launched by the project, the opportunities for regional partners and NFAs to sustain project results by incorporating aspects into their work programmes and new project designs, the need to better engage inter-sectoral stakeholders, the opportunity to maximise the use of knowledge and information products generated by the project, the advantage to results-based management and monitoring of linking financial reporting to results-based budgeting, and the useful foundation laid in gender analysis. Subsequently, the evaluators articulated the following recommendations to provide guidance to the regional co-executing organisations, FAO at large and SLC and national governments:
- **To Regional Organizations - Recommendation 1:** CNFO and UWI-CERMES should investigate the possibility of certification for courses provided by the CNFO Leadership Institute (CLI) and CLI's capacity should be strengthened including through formalised partnerships with other regional organisations to use it as a platform to deliver training to fisherfolk.
  - **To Regional Organizations - Recommendation 2:** The regional organisations that co-executed StewardFish should investigate and scout opportunities to continue engaging the FFOs in organisational development and leadership building and ecosystem stewardship.
  - **To FAO/SLC, Regional Organisations and National Governments - Recommendation 3:** Continue to promote the engagement of inter-sectoral stakeholders in EAF and fisheries management through supporting the strengthening of NICs and FACs.
  - **To FAO/SLC, Regional Organisations and National Governments - Recommendation 4:** Mobilise staff resources to use the wealth of studies produced, tools and experiences to maximise the utilisation of knowledge. Disseminate the products to additional audiences, with a view on GEF-8 (which will have a focus on SIDS).
  - **To FAO at large - Recommendation 5:** FAO should introduce Results-Based financial reporting for the projects it implements.
  - **To FAO/SLC - Recommendation 6:** In future institutional and project programming activities, build on the foundation laid by StewardFish in gender analysis and the processes initiated to empower women engaged in the fisheries industry.

## Ratings

25. Ratings are provided for three areas, to facilitate reporting of the TE through the GEF portal:

- **Progress towards achieving the project/programme's development objective(s):** No explicit **Project Development Objective (PDO)** was articulated, but this is incorporated in the title of the project as well as in Outcome 3.1 with respect to sustainable fisheries livelihoods and food and nutritional security. Similarly, no Global Environment Objective was articulated, but this is implicit in Outcome 2.1 with respect to healthier habitats and reduced pollution. The project was guided by the principles of the ecosystem approach to fisheries (EAF), which includes women's empowerment through leadership and social protection for sustainable livelihoods. Based on the project's satisfactory relevance and effectiveness, the TE rates this area as **Satisfactory**.
- **Overall progress on implementation:** The project was highly effective to produce the outputs and make inroads towards the outcomes, despite the short time-frame and severe impact of COVID-19 during the main period of implementation. The TE rates this area as **Satisfactory**.
- **Overall risk rating:** The risks to sustainability are highest in the area of finance and moderate in the areas of socio-political risks, institutional and governance risks and environmental risks. The TE rates the overall risk to sustainability as **Moderately Likely**.

### GEF rating table (summarized)<sup>2</sup>

GEF criteria	Rating <sup>3</sup>	Summary comments
A. Strategic Relevance	<b>HS</b>	<b>Section 3.1:</b> The project is highly relevant to the participating countries, the region and internationally and is aligned well to GEF and FAO priorities. Its complementarity with other interventions and services was high.
B. Effectiveness	<b>S</b>	<b>Section 3.2:</b> The project was effective, in particular considering the short timeframe (3 years) and severe impact of COVID-19 during the main period of implementation. The outputs were achieved to a high degree, GEF corporate results were strengthened and inroads towards the outcomes have been initiated. However, Outcome 3.1 was articulated too ambitious and cannot be achieved through the execution of the stated outputs, while outcome 4.1 needs a longer implementation period.
C. Efficiency	<b>S</b>	<b>Section 3.3:</b> Much was achieved in a short period, even during the COVID-19 pandemic, through excellent coordination and collaboration. The project was extended in a limited way and the activities which were designed and approved "last-minute" to use unspent resources, were efficiently carried out. However, procurement of ICT resources had challenges and there were some delays with the approvals of modifications to the Letters of Agreement.
D. Sustainability of Project Outcomes	<b>ML</b>	<b>Section 3.4:</b> Based on higher risks in the area of finance and moderate risks in the other areas, the average is ML.
E. Factors affecting Performance		
E1. Project design and readiness	<b>MS</b>	<b>Section 3.1:</b> The project design incorporates important principles of the ecosystem approach to fisheries (EAF) but some outcomes were over-ambitious. Some weaknesses were identified in the results framework with respect to outcomes, indicators and the appropriateness of some of the activities to achieve the results. Also, the project was designed consistent with the institutional capacities of the co-executing partners, but with a limited primary target group, the fisherfolk organisations and their

<sup>2</sup> The full rating table is presented in [Appendix 1](#).

<sup>3</sup> See rating scheme in [Appendix 2](#).

GEF criteria		Rating <sup>3</sup>	Summary comments
			leadership, activities should have been given more time to feed into each other.
E2. Quality of project implementation		<b>S</b>	<b>Section 3.5.2:</b> Coordination of implementation was done well. But the processing of some of the LoAs and the conduct of procurement processes at FAO took too much time. However, significant improvement in administrative processes is now expected, due to structural changes made at FAO SLC. Both the RPTC and the PTF functioned very well.
E3. Quality of project execution		<b>HS</b>	<b>Section 3.5.2:</b> The quality of execution was excellent, actively involving the PMU and all 5 regional partners. Workplans and budgets were based on results. Communication with FAO and between partners was excellent at all times and benefited the carrying out of activities. Participatory planning with beneficiaries was done. Decision making was transparent and problems were tackled in a collective manner.
E4. Financial management and co-financing		<b>S</b>	<b>Section 3.5.3:</b> Financial management adapted well to the unpredictable situation. Co-financing was generated well. However, results-based financial reporting was not fully achieved.
E5. Project partnerships and stakeholder engagement		<b>HS</b>	<b>Section 3.5.4:</b> The implementation of StewardFish was well supported by all stakeholders. Their engagement and collaboration was good and stakeholders have taken ownership of the project results.
E6. Communication, knowledge management and knowledge products		<b>S</b>	<b>Section 3.5.5:</b> A wealth of knowledge and experiences became available, were shared through various platforms and technologies and efforts are being made to keep the publications accessible.
E7. Overall quality of M&E		<b>MS</b>	<b>Section 3.5.1:</b> Design was adequate and reporting was of high quality with full participation of all actors. However, indicators, targets and baselines were not well developed. The IW tracking tool was not filled out by the project team.
F. Cross-cutting Concerns		<b>HS</b>	<b>Section 3.6:</b> Capacity for gender analysis increased, gaps were researched and steps made towards gender mainstreaming. The project was inclusive and took ESS into account.
<b>Overall project rating</b>		<b>S</b>	

# **1. Introduction**

## **1.1 Purpose of the evaluation**

1. The Terminal Evaluation (TE) was carried out for the dual purpose of:
  - i. Promoting accountability to GEF for the achievement of its objective (through the assessment of results and their contribution to global environmental benefits, effectiveness, and processes), national governments, FAO Management and technical staff, and regional co-executing partners and other stakeholders; and
  - ii. Promoting learning, feedback, and knowledge sharing on results and lessons learned among the GEF and its partners as a basis for decision-making on projects, programmes, programme management, policies, and strategies; and to improve performance.
2. The specific objectives of the TE are to: (i) assess the results achieved by the project (including unintended results) during its implementation and the extent to which these results contribute to the project's outputs, outcomes, and strategic objectives; (ii) assess the sustainability of the project intervention and its potential impact in the long-term; and (iii) identify lessons learned from project design, implementation, and management. Through recommendations targeted to the GEF, FAO, partners, and government counterparts, the findings of the evaluation also aim at informing decision-making regarding relevant future activities and initiatives.
3. The TE was implemented from mid-September 2021, just before the end of the programmatic project period, which ran till 30 September 2021. All substantive activities had been concluded at the time of the TE. The StewardFish TE was carried out in tandem with the TE of the "Climate Change Adaptation in the Eastern Caribbean Fisheries Sector Project (CC4FISH)" (GCP/SLC/202/SCF). Given that no Mid-Term Review (MTR) of the StewardFish project was conducted, the TE assessed project performance and impact including resulting changes over the entire project period.

## **1.2 Intended users**

4. Among the evaluation's primary audience are the governments of the seven participating countries, in particular their National Fisheries Authorities (NFAs), the Fisherfolk Organisations (FFOs) across the region, the participating regional co-executing entities, the GEF and FAO staff. Since the evaluation exercise was highly participatory, key project stakeholders including co-executing partners and beneficiaries were involved in the TE through interviews, an e-survey, an outcome mapping session and various meetings, including two feedback sessions on the preliminary evaluation findings.
5. The NFAs benefit in particular from the TE's assessment to learn more about ways to support the stewardship of the fishing industry. The TE discusses the value and use of various communication and coordination mechanisms with FFOs and other industry players, such as Fisheries Advisory Committees (FACs), National Inter-sectoral Coordination Mechanisms (NICs), national Ocean Governance Committees, local fisheries councils or other marine management bodies. Also, the NFAs may use learnings from each of the project's components in follow-up to national policies and other fisheries-related projects and programmes, as well as the institutional strengthening processes conducted. All NFAs of participating countries were interviewed and some participated in the outcome mapping session.

6. The FFOs have been involved in all project components covering capacity building, stewardship of marine resources, the improvement of livelihood opportunities along the value chain and participatory monitoring. They are the main beneficiaries of the TE in terms of evaluating experiences in institutional development and the generation and grooming of leadership, in particular engaging women. National level FFOs of six countries were interviewed and for one country where there is no national FFO, an important sub-national FFO participated in an interview. Many FFO members and leadership also participated in the e-survey conducted.
7. The TE provides valuable feedback for the regional co-executing partners, regarding their technical implementation of activities, participatory and governance processes, mutual collaboration and support as well as the adaptive management applied. The learning may be applied to improve implementation methodologies and further strengthen networking. The TE also provides recommendations for follow-up. All co-executing entities were interviewed, often with participation of several of their staff members. Most also actively participated in the outcome mapping session and the preliminary feedback session.
8. The TE provides feedback and input on GEF's core indicators and results systems and may deepen GEF's experience with Small Island Developing States (SIDS). FAO, organisationally as well as project (support) staff benefits through the various analyses on how its management and procedures contributed to the evaluation criteria established for the project's TE. Learning and recommendations are immediately relevant to the agency, regarding direct and delegated execution, engagement with partners and impact on reputation. The TE also assesses the project's relevance to FAO's Strategic Framework. Several GEF Operational Focal Points (OFPs) were interviewed and FAO staff participated through meetings, interviews and feedback sessions.

### 1.3 Scope and objectives of the evaluation

9. The TE covers the entire period of implementation, the four project components, all participating countries (NFAs and FFOs) and the implementing agency as well as executing partners. The TE further evaluates the change processes started among the main target groups: the FFOs and the NFAs in the seven participating countries. Particular attention is given to women leaders and FFO leadership.
10. The TE assesses the performance and achievements of the project with respect to the GEF evaluation criteria: **relevance** of the project, its **effectiveness** in achieving outcomes for beneficiary countries and for the different groups of stakeholders, its **efficiency** and the likelihood of **sustainability** of the results achieved and the processes established. The TE also assesses **quality of project implementation and execution, monitoring and evaluation**, progress towards **impact**, the project's strategy for **stakeholder engagement** and partnerships, as well as the consideration of **gender issues** throughout all activities. Further, the TE assesses the project's **co-financing** arrangements and **financial management**, as well as **knowledge management and communication**.
11. The TE has taken into consideration the impact of COVID-19 on project delivery and response, and highlights initiatives taken and adaptive management applied to facilitate project delivery during the uncertainty of the pandemic.
12. The evaluation Terms of Reference (ToR) defined 32 specific evaluation questions to be addressed. The evaluators eliminated two of these questions, but also added two. The resulting list of evaluation questions is presented in [Table 1](#). These will be discussed in [Chapter 3](#).

**Table 1. Evaluation questions by GEF criteria**

<b>1. Relevance</b>	<p>EQ1. Were the project outcomes and envisioned long-term impacts congruent with the GEF focal areas/operational programme strategies, country priorities and FAO Country Programming Framework, as well as regional and sub-regional environmental and development priorities?</p> <p>EQ2. Was the project design appropriate for delivering the expected outcomes?</p> <p>EQ3. Was the project and its activities designed in a manner consistent with the institutional capacity and timeframe for implementation of the various implementing actors (i.e. state-level, civil society, academia)?</p> <p>EQ4. Has there been any change in the relevance of the project since its design, such as new national policies, plans or programmes that affect the relevance of the project objectives and goals?</p> <p>EQ5. Were the project activities considered relevant by the project beneficiaries (institutional and local level)?</p>
<b>2. Effectiveness - achievement of project results</b>	<p>EQ6. To what extent have project outcomes and outputs been achieved, and were there any unintended results? What twists and turns (pivots) have fisherfolk had to make given the COVID-19 pandemic and climate events, and how have these pivots affected project activities and results?</p> <p>EQ7. To what extent did the project actual outcome commensurate with the expected outcomes? How did COVID-19 affect project activities and outcomes, what were the adaptations, challenges and mitigations implemented by the project?</p> <p>EQ8. To what extent can the attainment of results be attributed to the GEF-funded component? To what extent have GEF corporate results targets been achieved?</p> <p>EQ9. What were the innovations in approaches and outputs that have strengthened the project's effectiveness?</p>
<b>3. Efficiency</b>	<p>EQ10. To what extent has the project been implemented efficiently, cost-effectively and in a timely manner, and management been able to adapt to any changing conditions to improve the efficiency of project implementation?</p> <p>EQ11. To what degree did the Project Steering Committee and the Project Task Force lead efficient policy and technical processes?</p>
<b>4. Sustainability</b>	<p>EQ12. What is the likelihood that the project results will continue to be useful or will continue by both FAO and partner countries, after the end of the project? <i>(What recommendations can be provided to help strengthen the sustainability plan of the project?)</i></p> <p>EQ13. What is the potential for project results to be scaled and / or replicated?</p> <p>EQ14. What are the key financial, sociopolitical, institutional, and environmental risks which may affect the sustainability of the project benefits?</p> <p>EQ15. To what extent may the progress towards long-term impact be attributed to the project?</p> <p>EQ16. Was there any evidence of environmental stress reduction and environmental status change, or any change in policy/legal/regulatory framework?</p> <p>EQ17. Are there any barriers or other risks that may prevent future progress towards long-term impact?</p>
<b>5. Factors affecting performance</b>	
<b>5.1 M&amp;E</b>	<p>EQ18. (M&amp;E design) Was the M&amp;E plan practical and sufficient?</p> <p>EQ19. (M&amp;E implementation) Did the M&amp;E system operate as per the M&amp;E plan? Was information gathered in a systematic manner, using appropriate methodologies?</p> <p>EQ20. Was the information from the M&amp;E system appropriately managed and used by the regional executing partners, project management, PTF and RPSC, in order to make timely decisions and foster learning during project implementation?</p>

<b>5.2 Quality of implementation</b>	EQ21. (implementation) To what extent did FAO deliver on project identification, concept preparation, appraisal, preparation, approval and start-up, oversight and supervision? How well were risks identified and managed?
<b>5.3 Quality of execution</b>	EQ22. (execution) To what extent did the executing agencies effectively discharge their roles and responsibilities related to the management and administration of the project?
<b>5.4 Financial management and mobilization of expected co-financing</b>	EQ23. How was the financial management carried out? ( <i>Question added by evaluators</i> ) EQ24. To what extent did the expected co-financing materialize, and how short fall in co-financing, or materialization of greater than expected co-financing affected project results?
<b>5.5 Project partnerships and stakeholder engagement</b>	EQ25. Were other actors, such as civil society, indigenous population or private sector involved in <i>project</i> design or implementation, and what was the effect on the project results?
<b>5.6 Knowledge management, communication and knowledge products</b>	EQ26. How is the project assessing, documenting and sharing its results, lessons learned and experiences? EQ27. What are the knowledge products produced by the project and how were there shared? EQ28. What will become of the data and information products post-project completion? EQ29. To what extent are communication products and activities likely to support the sustainability and scaling-up of project results?
<b>6. Gender</b>	EQ30. To what extent were gender equality gaps and considerations taken into account in designing and implementing the project? Was the project implemented in a manner that ensures gender equitable participation and benefits? Was there appropriate gender targeting or mainstreaming in the project activities?
<b>7. Minority groups/Indigenous peoples</b>	EQ31. How were human rights issues considered? ( <i>Question added by evaluators</i> )
<b>8. ESS risks<sup>4</sup></b>	EQ32. To what extent were environmental and social concerns taken into consideration in the design and implementation of the project?

## 1.4 Methodology

13. As much as feasible, the StewardFish TE adopted a joint investigative approach with the CC4FISH TE. Both TEs had the following characteristics:
- Utilization focused:** The evaluations aimed to respond to the needs expressed by key stakeholders (government partners, regional participating bodies, FFOs), as well as the different interested parties at FAO and GEF. The ETs ensured that its consultations with stakeholders included both a backward-looking dimension (what worked, what did not work) and a forward-looking dimension (what can be done better).
  - Consultative, Participatory and Transparent:** Internal and external stakeholders were engaged throughout the process. The TE paid particular attention to ensure responsiveness to gender and particular minorities (deep rural people), specifically seeking data and information on gender issues and ensuring women and marginalised groups were able to fully participate in the evaluation.<sup>5</sup> The StewardFish TE process also included periodic

<sup>4</sup> A final evaluation question in the ToR related to lessons learned and good practices. This issue is covered in Chapter 5.

<sup>5</sup> Guided by Annex 12 of the FAO Evaluation Manual on Gender Evaluation

consultations and two validation sessions with FAO staff and stakeholders to build understanding and ownership of the findings and to identify suitable recommendations.

- c. **Complexity-aware:** Both StewardFish and CC4Fish functioned in a context where multiple and dynamic actors influenced each other and their immediate systems; thus, relationships of project cause and effect were at times difficult to ascertain. The activities and achievements of project components impacted on each other. The TEs had complexity-awareness in mind as they sought expected and unexpected change and the explanations and contributions of how and why changes occurred.
- d. **Evaluation standards, criteria and rating:** There are a number of overarching guidelines that framed both TEs:
- United Nations Evaluation Group Norms and Standards<sup>6</sup>
  - OED Evaluation Manual (2015) and methodological guidelines and practices
  - GEF evaluation criteria (relevance, effectiveness, efficiency including project implementation and execution, sustainability, factors affecting performance including stakeholder engagement and knowledge management). It is attached as [Appendix 1](#).
  - GEF ratings scheme: Each evaluation criterion will be rated on a scale of six using the GEF rating scheme, described in [Appendix 2](#).
  - The methodology and data collection instruments for answering certain questions considered various internal FAO policies and strategies in their formulation, as elaborated in the evaluation ToRs, for example, OED Framework for Capacity Development evaluation; objectives presented in the FAO and GEF Gender Equity Policy; and current FAO policy on working with indigenous peoples and local communities as described in the FAO Free, Prior and Informed Consent (FPIC) Manual.
14. The evaluation team for both TEs consisted of Sherry Heileman (Team Leader), Cecile Brugere (Evaluator for CC4FISH) and Jan Voordouw (Evaluator for StewardFish). The Evaluation Manager of the FAO Office of Evaluation (OED) was Kaia Ambrose.
15. The TE used a mixed-methods approach, particularly relevant in light of the impossibility to conduct field visits and in-person interviews due to the COVID-19 pandemic. The evaluators conducted a thorough review of documents (over 200 documents were made available, see [Appendix 3](#) for a list of documents reviewed). The evaluators further prepared a draft Theory of Change (ToC) for the StewardFish project, which had not been developed before. This draft, which was linked as much as possible to the ToC of CC4FISH, was utilised throughout the TE to structure data collection processes and in the analysis phase to validate assumptions, drivers and causal pathways. The draft Theory of Change is further discussed in [Chapter 2.2](#). Additionally, a contribution analysis was done to build the “causality story” about what changes or processes can be reasonable attributed to the project. The contribution analysis was based on the two (draft) Theories of Change and the findings of the outcome mapping exercise. The evaluators also developed a Stakeholder Analysis to assist in selecting the most appropriate evaluation questions for interviews and selecting other research techniques. Additionally, the stakeholder analysis informed [section 1.2](#) above.
16. The most important data collection method utilised was the semi-structured interview. Interviews for the StewardFish TE were done with 40 individuals by on-line conferencing tools (Zoom, Google

<sup>6</sup> <http://www.uneval.org/document/detail/21>

Meet, Skype or MS Teams) between October 2021 and February 2022. See [Appendix 4](#) for a listing of the individuals interviewed. Interviews were usually carried out by two evaluators. The interviews were often with one individual but at times with small groups (2 to 3 representatives of an organisation or agency). Further, in order to reduce the needed time investment by the interviewees, a number of interviews were combined for the TEs of both projects. The confidentiality of the information obtained during an interview was always assured: no audio or video recordings were made; the evaluators have not shared interview notes.

17. Other data collection tools applied included a joint CC4FISH and StewardFish outcome mapping session where the regional co-executing entities involved in both projects, as well as the NFAs of the case study countries were invited to participate. Further, an e-survey was done targeted at fisherfolk, which included three questions relating to StewardFish. This generated 144 responses (40% response rate). Finally, the StewardFish TE benefited from the participation of the evaluators in the final Project Task Force meeting (17 Sept 2021), the final meeting of the Regional Project Steering Committee, (24 Sept 2021) and a StewardFish end-of-project stakeholder forum for sharing of project results (29 Sept 2021). In general, the participation of stakeholders in data collection was enthusiastic, open and transparent. Detailed contributions were usually made, all questions were answered and information was readily provided.
18. The Evaluation Questions (EQs), listed in [Table 1](#) above, were further elaborated by the evaluators. The various questions, data collection tools and sources of information were operationalised through the evaluation matrix, which specified a series of questions and sub-questions for each GEF evaluation criterion linked to data sources and data collection tools. The correspondence between the questions and the GEF matrix of criteria<sup>7</sup> to be ranked is indicated in the evaluation matrix (see [Appendix 5](#)).

## 1.5 Limitations

19. A major limitation to the evaluation was presented by the COVID-19 pandemic and associated travel restrictions and human health risks. As a result, the Evaluation Team was not be able to hold face-to-face interviews with stakeholders, do site visits, or meet with local communities. Instead, virtual interviews were conducted using online videoconferencing platforms. Virtual interviews, however, have drawbacks including poor connectivity, discomfort of some respondents with virtual interviews, necessary changes in interview techniques (inviting more testimonials, using more open questions and fewer short closed ones) and the risk of the evaluator missing certain nuances that are better discerned in in-person interviews. Some of these risks were mitigated by the enthusiasm of many interviewees who were very willing to share their experiences and information, and through the use of other sources of information.
20. Only a few persons invited to interviews were repeatedly not available. The interview period ran for three months, making it usually feasible to find an available date and time. The StewardFish Project Manager left FAO at the end of his contract, on 30 September 2021. However, thanks to his dedication and efforts, this did not pose a limitation, since he remained available for interviews and inputs into the TE.

## 1.6 Structure of the report

21. Following this introduction, chapter 2 presents the background and context of the project. Subsequently, chapter 3 covers the main findings of the TE, presented according to the evaluation

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<sup>7</sup> FAO. (2020). *Guide for planning and conducting mid-term reviews of FAO–GEF projects and programmes*. Rome.

criteria and corresponding evaluation questions (see [Table 1](#)). The conclusions and recommendations of the TE are listed in chapter 4, followed by lessons learned in chapter 5.

## 2. Background and context of the project/programme

### 2.1 Project information

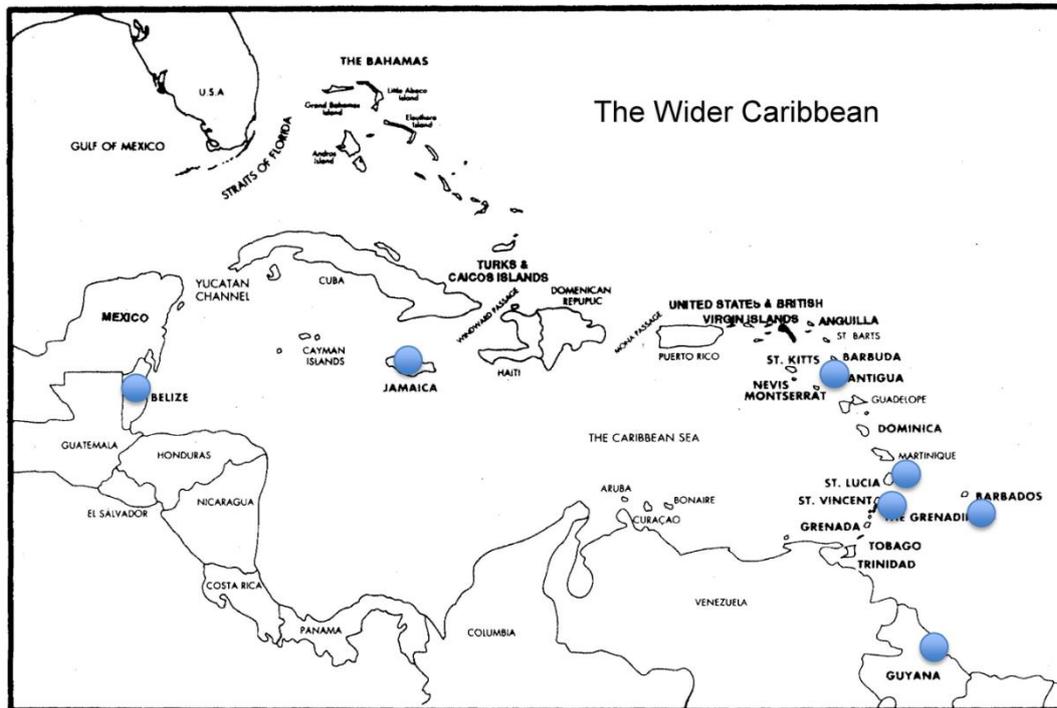
22. The fisheries sector is an important driver of economies in the Caribbean region, and healthy fish stocks are vitally important for the sustainability of coastal communities and rural livelihoods, especially in the small island developing states (SIDS). However, habitat degradation and fisheries over-exploitation as well as the impacts of climate change on habitats and fisheries are of major concern in the countries and territories of the Caribbean Large Marine Ecosystem (CLME) and North Brazil Shelf LME.<sup>8</sup> On this basis, the CLME+ Strategic Action Programme (SAP) was politically endorsed by more than 25 countries in the CLME+ region to address these and other threats.<sup>9</sup> The high dependence in the Caribbean on living marine resources for food and livelihoods coupled with continuing ecosystem degradation and unsustainable fisheries exploitation, the high vulnerability of fisherfolk, the concentration of fisheries infrastructure in the coastal zone, plus increasing intensity of extreme-weather events, are major risks to countries' economies and people's well-being. Therefore, effective conservation, management and adaptation measures for the fisheries sector are critical to avoid potential socio-economic shocks, achieve sustainable livelihoods, improve food security and protect marine living resources. In addition, the dense mosaic of marine jurisdictions, the shared nature of the marine living resources and mobility of people also demand the engagement of regional, national and local level, state and non-state, actors to address these threats, and to build resilience in these fisheries' socio-ecological systems. Achieving these objectives requires the adoption of the Ecosystem-Based Management (EBM) approach or the Ecosystem Approach to Fisheries (EAF), as embodied in the CLME+ SAP.
23. However, sustainable management of fisheries using EBM or EAF in the participating countries (shown in [Figure 1](#)) is hindered by several barriers including:
1. Limited capacity of fisherfolk organisations to implement fisheries policies and plans;
  2. Limited capacity of fisheries state agencies to support fishing industry institutions and stewardship;
  3. Exclusion of fisherfolk in ecosystem stewardship practices for fisheries sustainability;
  4. Limited benefits derived from the experience and best practices of past fisheries livelihood interventions; and
  5. Exclusion of fisherfolk in project monitoring and evaluation, which constrains their learning for adaptation.
24. To address these and other barriers, the StewardFish project aimed to support the implementation of the CLME+ SAP in member states of the Caribbean Regional Fisheries Mechanism (CRFM) 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. Specifically, StewardFish addressed the CLME+ SAP strategies 1-3<sup>10</sup> in order to ensure

<sup>8</sup> Together referred to as the CLME+ region.

<sup>9</sup> The SAP describes a long-term vision on the relationship between human society and the marine environment in the region. It provides a comprehensive roadmap towards sustainable living marine resources management through strengthened and consolidated regional cooperation.

<sup>10</sup> Enhance the regional governance arrangements for the protection of the marine environment (Strategy 1); Enhance the regional governance arrangements for sustainable fisheries (Strategy 2); and, Establish and operationalise a regional policy coordination mechanism for ocean governance, with initial focus on shared living marine resources (Strategy 3).

better engagement of state and non-state actors within the fisheries sector in the implementation of the CLME+ SAP.



**Figure 1. Map of countries participating in the StewardFish project<sup>11</sup>**

25. No explicit **Project Development Objective (PDO)** has been articulated, although it is implied in the title of the project as well as in Outcome 3.1 with respect to sustainable fisheries livelihoods and food and nutritional security. Similarly, no Global Environment Objective was articulated, but this is implicit in Outcome 2.1 with respect to healthier habitats and reduced pollution. The project was guided by the principles of the ecosystem approach to fisheries (EAF), which includes women's empowerment through leadership and social protection for sustainable livelihoods.
26. StewardFish was implemented through the following four components:
- **Component 1: Developing organisational capacity for fisheries governance.** Through leadership training, gender mainstreaming, improved use of information and communication technologies and strengthening of institutional support; Component 1 would enhance collaboration among fisherfolk organisations and fisheries-related state agencies for sustainable fisheries management.
  - **Component 2: Enhancing ecosystem stewardship for fisheries sustainability.** Using a participatory ecosystem management approach to fisheries and the promotion of stewardship, this Component would contribute to achieving healthier habitats and reducing pollution in the CLME+ region.
  - **Component 3: Securing sustainable livelihoods for food and nutrition security.** Through value chain analysis and promotion of best practices, Component 3 would enhance the capacity of fisherfolk to utilize livelihood opportunities along the value chain, while promoting sustainable development for food and nutrition security.

<sup>11</sup> Source: StewardFish Project Document.

- **Component 4: Project management, monitoring and evaluation, and communication.**  
By promoting participatory monitoring and evaluation, Component 4 would encourage good governance, learning by doing and sharing of experiences among key stakeholders.

**Box 1. Basic project information**

Summary project data	
<b>GEF project ID</b>	9720
<b>GEF Agency project ID</b>	FAO Project ID: 642843 PROJECT SYMBOL: GCP/SLC/211/GFF
<b>GEF Replenishment Phase</b>	GEF-6
<b>Lead GEF Agency (include all for joint projects)</b>	FAO
<b>Project name</b>	Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish).
<b>Country/Countries</b>	Antigua and Barbuda, Barbados, Belize, Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines
<b>Region</b>	Latin America and the Caribbean
<b>Focal area</b>	International Waters (IW)
<b>Operational Program or Strategic Priorities/Objectives</b>	<b>LDCF/SCCF:</b> Programme 7-Foster sustainable fisheries. Strategic Action Programme for the Sustainable Management of the shared Living Marine Resources of the Caribbean Large Marine Ecosystem and Adjacent Regions (CLME+ SAP) of April 2013.
<b>Executing agencies involved</b>	NATIONAL: <ul style="list-style-type: none"> <li>- Fisheries Division, Ministry of Agriculture, Lands, Fisheries and Barbuda Affairs, Antigua and Barbuda</li> <li>- Fisheries Division, Ministry of Agriculture, Food, Fisheries, Water Resource Management, Barbados</li> <li>- Fisheries Department, Ministry of Agriculture and Fisheries, Belize</li> <li>- Fisheries Department, Ministry of Agriculture, Guyana</li> <li>- Fisheries Division, Ministry of Industry, Commerce, Agriculture and Fisheries, Jamaica</li> <li>- Department of Fisheries, Ministry of Agriculture, Food Production, Fisheries, Cooperatives and Rural Development, St. Lucia</li> <li>- Fisheries Division, Ministry of Agriculture, Forestry, Fisheries and Rural Transformation, St. Vincent and the Grenadines</li> </ul> REGIONAL: <ul style="list-style-type: none"> <li>- Caribbean Regional Fisheries Mechanism (CRFM)</li> <li>- Caribbean Network of Fisherfolk Organisations (CNFO)</li> <li>- Caribbean Natural Resources Institute (CANARI)</li> <li>- University of the West Indies Centre for Resource Management and Environmental Studies (UWI-CERMES)</li> <li>- Western Central Atlantic Fishery Commission (WECAFC)</li> </ul>
<b>NGOs/CBOs involvement</b>	National Fisherfolk Organizations (NFOs), Fisherfolk Organisations (FFOs)

<b>Other sectors involvement</b>		University of the West Indies Caribbean ICT Research Programme (UWI/CIRP)	
<b>CEO Endorsement (FSP) /Approval date (MSP)</b>		14 July 2017	
<b>Effectiveness date / project start</b>		Prodoc: 1 January 2017	Actual EOD: 1 May 2018 Actual Start: July 2018.
<b>Expected date of project completion (at start)</b>		Prodoc: 31 December 2019	Actual NTE: 30 April 2021
<b>Actual date of project completion</b>		30 September 2021 (programmatic) 31 March 2022 (administrative)	
<b>Project Financing</b>			
		<b>At Endorsement (US \$M)</b>	<b>At Completion (US \$M)</b>
<b>Project Preparation Grant</b>	GEF funding		
	Co-financing		
<b>GEF Project Grant</b>		1.776484	1.356187 (30 June 2021)
<b>Co-financing</b>	IA own (WECAFC)	0.3 (in-kind) 0.2 (cash)	0.094422 (in-kind) 0.01 (cash)
	Government	4.6174 (in-kind) 0.1956 (cash)	3.872283 (in-kind) 0.140292 (cash)
	Other multi- /bi-laterals (CRFM)	0.15 (in-kind)	0.15 (in-kind)
	Private sector		
	NGOs/CSOs (CANARI, CNFO)	1.3 (in-kind)	1.3 (in-kind)
	Other (CERMES)	0.35 (in-kind)	0.35 (in-kind)
<b>Total GEF funding</b>		1.776484	1.356187
<b>Total Co-financing</b>		7.113	5.916997 (30 June 2021)
<b>Total project funding (GEF grant(s) + co-financing)</b>		8.889484	7.273184 (30 June 2021)

27. The StewardFish results framework provided in the project document is given in [Appendix 6](#). The 6<sup>th</sup> and 7<sup>th</sup> columns with a description of the status of results and ratings, respectively, were elaborated during the evaluation and the distinct project activities of each output have been added to the results framework.
28. FAO was responsible for implementing the StewardFish project, while the Western Central Atlantic Fishery Commission (WECAFC) was responsible for execution. The latter was shared with the national fisheries authorities (NFA) of the seven project countries and four regional organisations: Caribbean Natural Resources Institute (CANARI), Caribbean Network of Fisherfolk Organisations (CNFO), University of the West Indies Centre for Resource Management and Environmental Studies (UWI-CERMES) and CRFM. During the project Inception Workshop in September 2018, it was decided that the regional partners (CANARI, CNFO, CRFM and UWI-CERMES) would take the lead in executing the project activities under the four project Components, in keeping with their respective areas of expertise, experience, and interest. It was also agreed that University of the West Indies Caribbean ICT Research Programme (UWI-CIRP) would lead the ICT activities under

Component 1. Letters of Agreement (LoAs) were negotiated and signed between FAO and each of the regional executing partners for execution of project activities.<sup>12</sup>

29. The main beneficiaries of the project were the national fisherfolk organisations (NFOs). The NFAs of the participating countries, which were also beneficiaries of the project, worked in close collaboration with these NFOs as well as with other fisheries-related stakeholders, through the same national inter-sectoral consultation mechanisms as engaged under the CLME+ Project. The project is funded by the Special Climate Change Fund (SCCF) managed by the GEF. Further basic information on the StewardFish project is presented in **Box 1**.

## 2.2 Theory of change

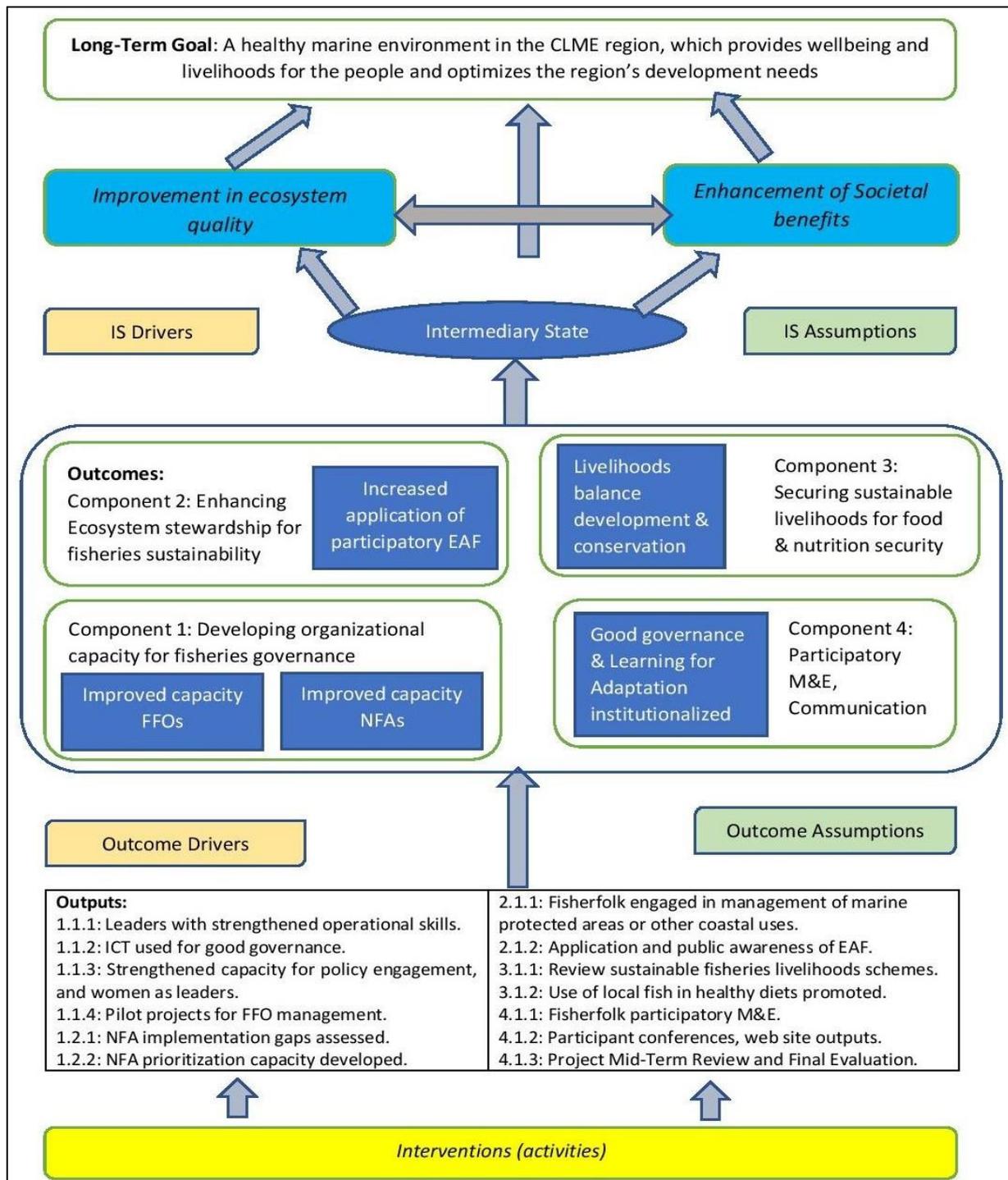
30. At the outset of the StewardFish project, there was an initiative of FAO (Headquarters) to draft a Theory of Change (ToC) for the project, using the climate change and poverty nexus in the context of coastal communities, coastal areas and SIDS in the Caribbean. However, this was not completed and no ToC existed for StewardFish. A ToC supports the evaluation process by helping to identify the factors deemed necessary and sequence of conditions for attaining results. In addition to the inputs, interventions and outcomes, a ToC identifies assumptions, drivers and “intermediate states.” Assumptions for project processes are usually provided in the logic framework, while drivers are processes internal or external to the project which influence (enhance or inhibit) progress on the potential pathways from outputs to outcomes and intended impact. GEF further requests the description of intermediary states, which identify the conditions created by a level of results (usually the outcomes, but sometimes also the outputs). Other actors, natural processes and pertinent developments in society may engage with these conditions and contribute to progress towards impact.
31. Therefore, to help guide the evaluation research and analysis, the StewardFish Evaluator prepared a draft ToC for the project. He based the draft on the project documents and the CLME+ Strategic Action Programme document<sup>13</sup>. A ToC consists of a narrative (the theory) and a diagram and usually first describes the long-term goal and impact, and then works back by identifying the changes, pertinent assumptions and drivers, as well as causal pathways between results. The draft StewardFish ToC diagram is presented in **Figure 2**, and the accompanying narrative is included below.
32. **Long-term Goal/Impact.** The StewardFish project will have contributed to a healthy CLME+ marine environment, which supports the wellbeing and livelihoods of the people and optimises the region’s development needs. Sustainable, cost-effective and functional mechanisms for integrated governance and management of the marine environment are enabled by the project, as these are essential for the restoration and maintenance of the health of the marine environment and the associated societal benefits. In particular, StewardFish has supported coordinated and cost-effective fisheries governance and inter-sectoral management arrangements in the seven countries. These arrangements are based on extensive stakeholder consultation and use of the best scientific evidence available, and are equipped to implement EAF.

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<sup>12</sup> LoAs were not signed with the participating countries, in contrast to CC4Fish.

<sup>13</sup> April 2013. *The 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)*.

<https://www.clmeproject.org/download/sap/?wpdmdl=3026&refresh=619c5b8f051a71637637007>



**Figure 2. Draft Theory of Change for the StewardFish Project**

33. **Intermediary state sought by StewardFish.** StewardFish contributes to the long-term goal through building environmental benefits and organisational capacity to enhance human wellbeing in the Caribbean. These fit well under the ecosystem quality and societal benefits objectives, recognised by the CLME+ SAP:
- **Improvement in ecosystem quality**, resulting in a better adaptive capacity to climate and environmental changes. The project aims to foster stewardship by fisherfolk for reversing habitat degradation and ecosystem community modification, contributing to the restoration and maintenance of fish stocks and adopting responsible fishing operations. The pathway from Outcome 2.1 (increased application of participatory EAF) leads to this change by

engaging stakeholders external to the project and integrating achievements generated by other projects and national developments.

- **Enhancement of societal benefits.** The project aims to contribute to the reduction of exposure and vulnerability of the poor and the most vulnerable, in particular those of coastal communities. Elements are combating poverty, socio-economic development, food security, a better quality of nutrition and enhanced livelihoods from goods and services provided by the marine and coastal ecosystems. The pathway from Outcome 3.1 (Livelihoods throughout fisheries value chains balance development with conservation, for food and nutrition security) leads to this change through the integration of many external stakeholders and developments.

34. This intermediate state follows the achievement of the StewardFish planned outcomes. In the intermediate state, the project outcomes and other results will be taken up by the stakeholders and replicated and upscaled to contribute to the long-term goal. Results from other initiatives related to the development of EAF management plans and sustainable fisheries livelihoods, pertinent national policies and strategies, among others, will contribute to the processes taking place within the intermediate state (e.g., as drivers).

35. Intermediate State drivers are:

- Strengthened stakeholder capacity for environmental stewardship and fisheries governance through EAF.
- Evidence from complementary projects that successful application of technologies has enhanced climate resilience.
- Knowledge about most appropriate adaptation strategies for the Caribbean fisheries sector.
- Evidence that increased access to appropriate social protection measures enhances fisherfolk resilience to the impacts of climate change and habitat degradation and fisheries overexploitation as well as other shocks (for example, COVID-19 and the volcanic eruption on the island of St. Vincent).
- Demonstrated benefits of improved coordination between regional, national and local fisheries stakeholders.
- Regional climate and resilience policies: Liliendaal Declaration on Climate Change and Development; Comprehensive Disaster Management (CDM) Strategy and Programming Framework 2014-2024; FAO/CRFM/WECAFC/CDEMA/CCCC Strategy and Action Plan for disaster risk management and climate change adaptation in fisheries and aquaculture in the CARICOM region.
- Growing general evidence of the disproportionate impact of climate change on fisherfolk, women and fisheries-dependent households. Credible evidence that roles in fisheries are gendered and that there is a gender inequality of risk.
- Growing understanding and awareness of climate and environmental change vulnerability of the fisheries sector.
- Need to incorporate youth for the sustainability of the fisheries sector.

36. Assumptions include:

- State fisheries agencies continue to support and collaborate with fisherfolk organisations in fisheries stewardship.
- Leadership in the fisheries sector will be sustained and transferred to successors.
- Barriers to the engagement of fisherfolk organisations in the sustainable management of fisheries are removed.
- Sufficient self-organisation capacity will have been built at the regional, national and local levels to implement measures for increasing resilience and reducing vulnerability to climate change impacts.

- Credible evidence and lessons learned are disseminated to key fisheries stakeholders in accessible formats.
- Growing awareness of the value of multi-stakeholder participation in governance arrangements

37. **Change resulting in the Outcomes.** The four outcomes of the project are generated by: (a) the achievement of the project outputs; and (b) the interaction between the outputs. The achievement of Outcomes 1 and 4 are integral for the generation of Outcomes 2 and 3. The drivers that contribute to achieving the Outcomes are:

- Demonstrated benefits of more skilled leadership, in particular increased economic opportunities based on EAF.
- Stronger community participation in decision making.
- Relevance of outcomes to the Sustainable Development Goals (SDG).
- Increasing role of women in the fisheries value chain and in leadership.
- The Small-scale Fisheries Guidelines and CRFM protocol.
- Strategic support by regional agencies and FAO.
- Decreasing vulnerability to external shocks.

38. The assumptions underlying the achievement of the Outcomes are:

- Delivering capacity building will lead to the application of knowledge and changes in attitude and behaviour/practices.
- Traditional knowledge can be integrated with scientific knowledge to increase awareness of climate change impacts.
- The PMU and regional agencies will document and disseminate lessons learned and good practices in formats appropriate to the target audiences throughout the project implementation period.
- Sufficiently detailed policies and plans are available to make specific links with FFO leadership.
- Effective participation by FFOs in the development of such policies and plans through, for example, national inter-sectoral coordination mechanisms (NIC)/ fisheries advisory committees (FAC).
- NFAs buy into the need for them to be an integral part of the change process and are willing to try out change management.
- Poverty and uncertainty in both social and ecological system components, and short-term coping strategies do not overwhelm the longer-term benefits to be gained from EAF.
- Global, regional, and national fisheries trade and livelihoods are influenced by more than profitability considerations.
- NFAs and FFOs treat project monitoring and evaluation (M&E) as a pathway towards their empowerment and benefits, rather than an imposition on their time and resources.



### 3. Findings

39. In this Chapter, evidence collected during the evaluation is analysed and the findings are presented by GEF evaluation criteria and the main evaluation questions (EQ). See [Table 1](#) for the full EQs. Each question is also linked to evidence supporting specific ratings in the GEF scoring table (see [Appendix 1](#) and the [Executive Summary](#)).

#### 3.1 Relevance

##### **EQ1: Alignment of outcomes and impact to GEF, FAO, regional and national strategies (GEF sub-criterion A1.1 & A1.2)**

40. **Finding 1. The project is considered highly relevant to the project countries, the wider region and internationally.**

41. The strengthening of Fisherfolk Organisations (FFOs) in governance and decision-making processes and environmental stewardship is an essential aspect of the Ecosystem Approach to Fisheries (EAF). Promoting EAF among fishers within a socio-economic and socio-ecological context was found timely and important by each of the interviewees asked about the project. A regional working group coordinated by CRFM on the subject existed even prior to the launch of the 10-year Strategic Action Programme (SAP) for the GEF/UNDP Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+) project. The StewardFish project enabled the implementation

**Box 2. Strategies and actions of the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+ Project), Strategic Action Programme to which StewardFish contributes**

**Strategy 1: Enhance the regional governance arrangements for the protection of the marine environment**

1.5. [Short, Medium] Establish and/or enhance the capacity of the regional, sub-regional and national governance arrangements for the involvement of civil society in the implementation of the EBM/EAF approach (IGOs, NGOs, CBOs, private sector...)

1.6. [Short, Medium] Enhance the capacity within and among arrangements to undertake and mainstream lessons learned and findings from monitoring, science and research in regional, sub-regional and national decision-making.

**Strategy 2: Enhance the regional governance arrangements for sustainable fisheries**

2.7. [Short, Medium] Coordinate the development and implementation of regional, sub-regional and national initiatives for sustainable small scale fisheries (including capacity building and pilot initiatives)

2.8. [Short, Medium] Coordinate the development and implementation of regional, sub-regional and national initiatives to improve welfares and livelihoods through the provision of Decent Work (including through the development of alternative livelihoods, capacity building and pilot initiatives)

**Strategy 3: Establish and operationalise a regional policy coordination mechanism for ocean governance with initial focus on shared Living Marine Resources**

3.7. [Medium] Facilitate the preparation of data and information products and the uptake of monitoring and research outputs by (sub)regional and national science-policy interfaces.

of SAP on seven member States of CRFM. The specific SAP strategies and actions to which StewardFish aimed to contribute are reflected in [Box 2](#). The project is also relevant to GEF International Waters Focal Area Objective IW3 “Enhance multi-state cooperation and catalyse investments to foster sustainable fisheries, restore and protect coastal habitats, and reduce pollution of coasts and Large Marine Ecosystems.”

42. The project is relevant to the FAO Country Programming Frameworks (CPF), which for each of the participating countries include sustainable management and utilisation of natural resources including fisheries or marine resources among the identified priorities. Further, more sustainable management of natural resources is included in Priority Area 3 of the United Nations Multi-

Country Sustainable Development Cooperation Framework (UNMSDF) for the English and Dutch-Speaking Caribbean 2022-2026. The project contributes to the Joint UN Sub-Regional

Implementation Plan under the UNMSDF for Barbados and the Organisation of Eastern Caribbean States (OECS) countries, in particular Strategic Priority A: Sustainable and Resilient Caribbean.

43. For its policy development, StewardFish built on the results of the 12<sup>th</sup> Ministerial Council of CRFM, which in May 2018 adopted a Small-Scale Fisheries (SSF) protocol under the Caribbean Community Common Fisheries Policy (CCCFP). The protocol facilitated the integration of the international Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication into the fisheries policies of the 17 CRFM member countries. The protocol aims to enhance food security, improve the socioeconomic situation of fishers (including mainstreaming decent work)<sup>14</sup>, and achieve sustainable use of fishery resources through the promotion of a human-rights based approach, including gender equality.
44. Stewardfish is aligned with FAO's new Strategic Framework 2022-2031<sup>15</sup>, which seeks to support the 2030 Agenda through the transformation to more efficient, inclusive, resilient and sustainable agri-food systems for Better Production, Better Nutrition, Better Environment, and Better Life, leaving no one behind. It is anticipated that StewardFish's legacy will directly contribute to: the Blue Transformation priority area under Better Production; the Biodiversity and Ecosystem Services for Food and Agriculture priority area under Better Environment; indirectly to Healthy Diets and Safe Food priority areas under Better Nutrition; and to Gender Equality and Rural Women's Empowerment and Resilient Agri-food Systems priority areas under Better Life. The project also aligned to FAO's former Strategic Framework, objectives 2 (regarding sustainable provision of goods and services from agriculture, forestry and fisheries), 3 (rural poverty) and 5 (disaster resilience of livelihoods).
45. There are a number of sister projects that have been implemented in the region that are complementary to StewardFish and which engage similar stakeholders. These include: CLME+ Shrimp and GroundFish sub-project; CLME+ Flyingfish Fishery Management sub-project; Sustainable Management of Bycatch in Latin America and Caribbean Trawl Fisheries project (REBYC-II LAC); SSF Gender project<sup>16</sup>; and Climate Change Adaptation in the Eastern Caribbean Fisheries Sector project (CC4FISH).
46. Based on the information above, the relevance of the project to GEF and FAO strategic priorities and countries' priorities is rated **Highly Satisfactory**.

## **EQ2 & EQ3: Appropriateness of project design and institutional capacity, and time-frame for project execution (GEF criterion E1)**

47. **Finding 2. The project design incorporates important principles of the ecosystem approach to fisheries (EAF) but some outcomes were over-ambitious. Some weaknesses were identified in the results framework with respect to outcomes, indicators and the appropriateness of some of the activities to achieve the outputs and outcomes.**

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<sup>14</sup> The CRFM Ministerial Council also agreed in October 2018, upon the following policy statement: "The Council accepted that international and national norms regarding issues pertaining to gender, youth, and decent work be adhered to, and be incorporated into all CRFM policies, protocols, programmes, and plans."

<sup>15</sup> FAO Strategic Framework 2022-2031. <https://www.fao.org/3/cb7099en/cb7099en.pdf>

<sup>16</sup> The SSF Gender project "Implementing gender aspects within the Small-Scale Fisheries (SSF) Guidelines and the protocol for to the Caribbean Community Common Fisheries Policy (CCCFP) for securing SSF" aims to provide more in-depth knowledge of gender in fisheries to inform the implementation of the SSF Guidelines, the CCCFP SSF Protocol, and to support FAO's Blue Growth initiative in various projects. One project activity involves conducting value chain and network gender analyses in three countries.

48. **Finding 3. The project demanded a high level of engagement by a limited primary target group, the fisherfolk organisations and their leadership, since it aimed at change through a number of processes. To facilitate the full engagement of the target group, StewardFish should have been a longer-term project with activities given more time to feed into each other. Nevertheless, it was designed consistent with the institutional capacities of the co-executing partners.**
49. The project was designed in a participatory manner with the regional partners. No Project Identification Form (PIF) was done as StewardFish was a medium-sized project. The project was developed quickly; partners could move straight to the development of the project document and the amount of GEF funding available was known from the outset. The project document was submitted on 23 Dec 2016 and it was approved by 14 July 2017. The project design was guided by EAF<sup>17</sup> principles, which incorporate governance, ecological, and human well-being objectives. With its four components and four outcomes, the project sought to address five major barriers to EAF that were identified in the region (as elaborated in the prodoc).
50. The project components were designed consistent with EAF principles. Component 1 focused on strengthening civil society to participate in fisheries governance processes through training and pilot projects on FFO management to enhance organisational capacity. It also acknowledged the critical role of women in the value chain (especially in post-harvest) and sought to strengthen their capacity as leaders. Further, it sought to strengthen the capacity of state agencies to support FFOs in ecosystem stewardship. The activities are well-chosen to achieve the component's two outcomes, through a combination of need assessment, targeted training responses and pilot projects, and specific ICT development.
51. Component 2 incorporated ecological objectives and sought to increase the participation of FFOs in EAF application with focus on healthier habitats and pollution reduction, through training in EAF and hands-on engagement in marine conservation and pollution reduction activities (ecosystem stewardship pilot projects), supported by consistent awareness raising through social media and electronic communication. These were an appropriate package to strengthen ecosystem stewardship in the participating countries.
52. Component 3 addressed the human welfare aspect of EAF (reflected in sustainable livelihoods for food and nutrition security). The expected outcome (*3.1: Livelihoods throughout fisheries value chains balance development with conservation for food and nutrition security*) was vague but based on the indicators (*Number of FFO leaders who engage in livelihood enhancement activities; and Number of FFO leaders who report positive change due to engagement*) it is presumed that the expectation was that FFO leaders would be engaged in sustainable livelihoods, with some positive tangible change. However, the nature of the change expected was not elaborated. The activities and outputs (studies and reports) were designed to address Barrier 4 (*Sustainable fisheries livelihood strategies do not benefit from systematic learning from experience and compilation of best practices for use in interventions*), as identified in the prodoc (page 40). However, these were not adequate to achieve the outcome. Moreover, developing sustainable livelihoods during the project's lifetime was over-ambitious in view of the wide range of factors that must be considered in such a complex undertaking. It is the view of the TE that sustainable livelihoods would have been more appropriate under a separate project focusing on sustainable fisheries livelihoods, although the outputs of Stewardfish will be a valuable contribution.

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<sup>17</sup> The purpose of EAF is to plan, develop and manage fisheries in a manner that addresses the multiple needs and desires of society, without jeopardizing the options for future generations to benefit from the full range of goods and services provided by marine ecosystems (FAO. 2003. *The ecosystem approach to marine capture fisheries. FAO Technical Guidelines for Responsible Fisheries, No. 4(Suppl.2): 112 pp.*)

53. The outputs and activities of Component 4 contributed to establishing the foundation for good governance and learning for adaptation but its institutionalisation among FFOs was over-ambitious within the project's lifetime. Further, there was no clear distinction between M&E of the project during its implementation period and after it ends (e.g. monitoring of long-term impacts). Fisheries Advisory Committees (FACs) and National Inter-sectorial Coordination Mechanisms (NICs) can play a significant role in participatory M&E of the implementation and long-term impacts of projects such as StewardFish; however, they were not fully functioning in most participating countries.
54. A regional approach consisting of a combination of training activities, studies, and on-the-ground pilot projects is considered an effective strategy to meet the project objective and outcomes. However, the sustainable livelihoods sub-component (Outcome 3.1) would have benefitted from pilot projects on sustainable livelihoods (although this was introduced in the latter part of the project with the fish silage initiative, which was not part of the original project design). Nevertheless, the complexity and challenges of developing sustainable fisheries livelihoods would have required a greater level of financial resources to achieve meaningful results.
55. The indicators, baselines and targets did not respond to the monitoring needs of this process-oriented project, as further analysed in [section 3.5.1](#). Several of the expected outputs are rather results at the level of outcomes since they represent a change in behaviour/ practice or improvement in capacity (e.g. Output 1.1.2: ICT used for good governance; Output 2.1.2: Fisherfolks successfully applying the ecosystem approach to fisheries; Output 4.1.1: Improved results and learning through fisherfolk participatory monitoring and evaluation supported by greater general public awareness of EAF). Regarding the indicators, in Components 1-3 there are outcome indicators that refer to the numbers of stakeholders (NFOs, FFO leaders, state agencies) reporting 'positive change'. However, the prodoc does not quantify or elaborate on what 'positive change' entails, making it difficult to assess progress towards the outcomes using these indicators. This is a design weakness.
56. No changes were made in the Results Framework (outputs and outcomes) during project implementation, although some activities had to be modified due to the pandemic (see Effectiveness section). The project design allowed for two additional activities (fish silage and shock responsive social protection action plan) in the final phase of the project, taking advantage of unspent funds.
57. Based on the above, the rating for Project Design is **Moderately Satisfactory**.
58. With regard to Readiness to start the project as expected, the institutional capacities of the regional co-executing partners were up to the task at hand. These regional partners know the contexts and have the required expertise to conduct the designed activities. They regularly work together with the beneficiaries, through services or through other projects.
59. The capacity of the beneficiaries to absorb the capacity building efforts was a more significant concern. The FFOs are mainly volunteer organisations (among the 7 countries, only the Jamaican NFO currently has a complement of paid staff). Therefore, time to devote to the project activities was limited at times. A challenge was that participants and trainees are taken from a limited pool; the same people tend to get involved and take up responsibilities. A majority of the FFO representatives stated in interviews that the project should have been spread over a longer period of time. But the high level of interaction and coordination between the PMU and the regional partners helped to keep the workload for the FFOs (and at times the NFAs) manageable.

60. At inception, the regional partners and beneficiaries were able to start implementing the project. Therefore, readiness, which is covered under the same sub-criterion as the assessment of project design, is rated as **Highly Satisfactory**. The overall rating, mainly determined by the project design is **Moderately Satisfactory**.

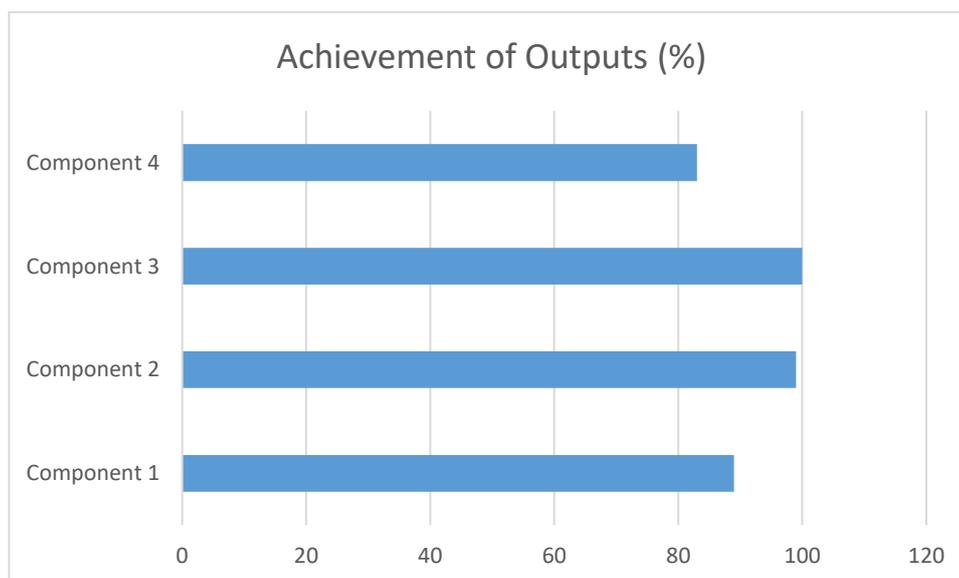
**EQ4 & EQ5: Relevance as considered by project beneficiaries and changes in relevance since the project's design (Criterion A1 & sub-criterion A1.3)**

61. **Finding 4. The project activities were the product of continuing participatory planning and were mostly considered relevant by the stakeholders. However, some activities were not successful due to the pandemic.**
62. **Finding 5. During the TE, no factors were found to indicate a change in the relevance of the project objectives and goals.**
63. Overall, the project activities were considered relevant by the beneficiaries. Training activities are always important and welcomed by local organisations, in particular those that rely on volunteers. The training on ICT was welcomed in particular, due to the need for increased on-line communications during COVID-19; training in conflict resolution is considered very useful, in particular at the level of primary FFOs. The gap analyses performed were essential since there is a dire need to strengthen governance and management in a number of the NFOs (however, JFCU mentioned being too advanced for some of the training that was set up, e.g. in financial management). The chance to learn from managing a project as NFO was also considered a big plus by some of the NFOs. The microprojects were welcomed by the NFOs. Of note is that these sometimes served to fill urgent needs for office furniture (in Barbuda and Saint Lucia).
64. A representative of an FFO and several of co-executing partners expressed that, in general, fishers are not very interested in policy development, since they do not think they will have much influence in the process. However, the issues covered in the Regional Code of Conduct for Caribbean Fisheries brought home their value and ownership and as such the fishers' interest in policy issues. The pertinent mentorship worked very well in Jamaica, where primary FFOs benefited significantly.
65. The ecosystem approach to fisheries was well-appreciated by all the NFOs, as a learning and awareness activity. Although implementation in the field was difficult, for some NFOs the EAF activities demonstrated how to conduct marine ecosystem stewardship and environmental management activities in future. The same held for gender analysis and issues, where most NFOs recognised that they had only started a process. Some NFO leaders said that training should have focused more on skills such as boat maintenance, climate-friendly engines, use of safety equipment and fixing engines. In addition, negotiation skills are to be strengthened.
66. The project, with its high number of integrated activities, was consistently found highly relevant by the stakeholders. Other interventions at national or regional level did not change this assessment and the complementarity with other interventions was satisfactory. The rating for complementarity with existing interventions is assessed as **Satisfactory**.
67. The overall rating for Strategic Relevance, based on the evidence of high alignment with GEF and FAO strategic priorities, its relevance to national, regional and global priorities and its complementarity with existing interventions, following the evidence as compiled above, is assessed as **Highly Satisfactory**.

### 3.2 Effectiveness - achievement of project results

#### EQ6 & EQ7: Achievement of expected outputs and outcomes and project adaptations caused by COVID-19 (GEF criterion B1, B1.1 and B1.2)

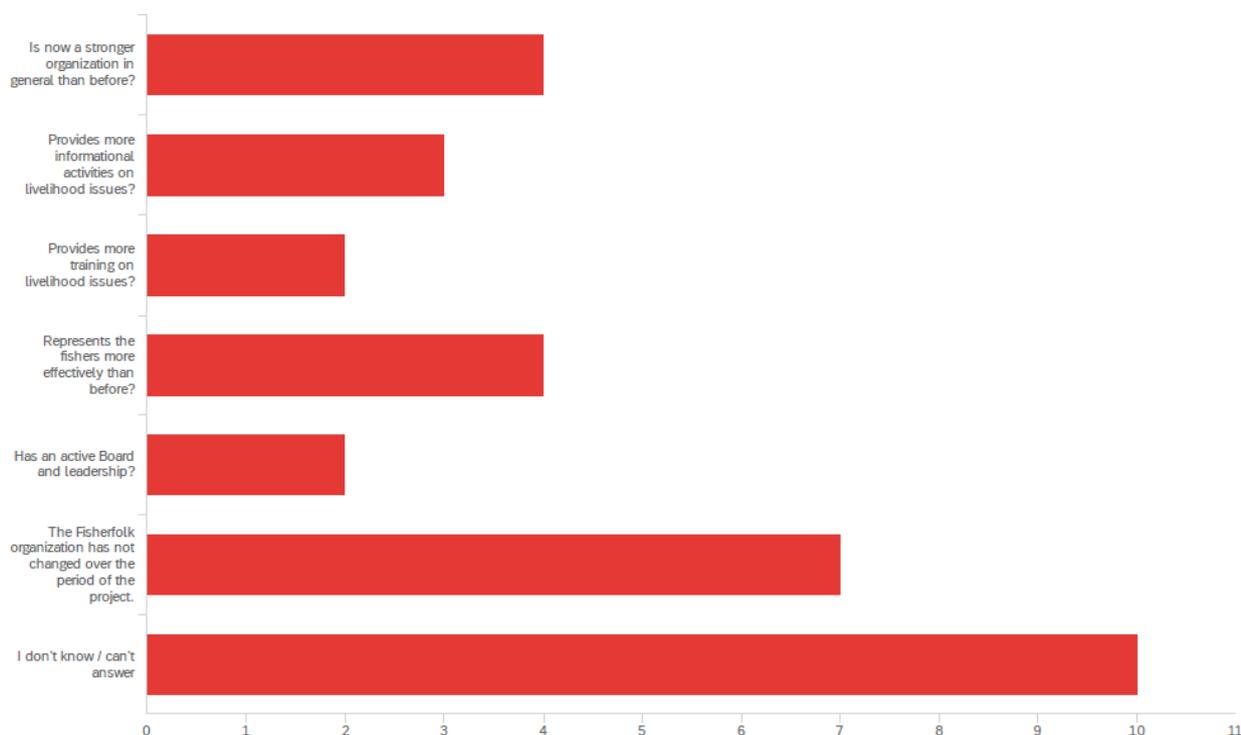
68. **Finding 6. The project was highly effective, in particular considering the short timeframe (3 years) and severe impact of COVID-19 during the main period of implementation. The outputs were achieved to a high degree and inroads towards the outcomes have been initiated.**
69. **Finding 7. Project partners were able to apply adaptive management, both individually and in collaborative ways.**
70. The project had five outcomes and 12 outputs. Eleven of the 12 project outputs were delivered with a high level of achievement and the final one (regarding project evaluation) is underway. **Appendix 6** provides information on the status of outcomes and outputs. Ratings for outcomes and outputs in this table were based on those provided by FAO (HQ and SLC) and additions were made by the evaluators.
71. Four of the five outcomes are rated **Satisfactory** and one **Highly Satisfactory**. The achievement of outputs is expressed in percentages: the average rate of achievement is 91%. The average rates of completion for the outputs under each of the four Components is illustrated in **Figure 3**.



**Figure 3. Achievement of outputs (%) per 30 September 2021.**

72. The identification and implementation of pilot projects in the countries, contributing to a certain output, was a valuable intervention strategy, since it provided locally customised solutions, learning (e.g. on EAF) and analysis (e.g. on gender) related to practical institutional strengthening and capacity building of FFOs or NFAs.
73. Only quantitative indicators were established for the achievement of outputs, while it would be valuable to measure progress in processes engaged and completed (see also **section 3.5.1**). With the percentages of achievement of outputs estimated between 83 and 100%, this TE rates the delivery of project outputs as **Satisfactory**.

74. **Component 1: Developing organisational capacity for fisheries governance.** Under **Outcome 1.1** (*Fisherfolk have improved their organisational capacity to meet objectives that enhance wellbeing*) the StewardFish project built and professionalised FFO leadership. In particular, the NFOs in Barbados, Guyana, St. Vincent & Grenadines, and the Lead Primary Fisherfolk Organisation in Barbuda strengthened their governance and reach through the support provided by the project. In most participating countries, fishers did become more involved in policy and decision-making processes (e.g. through the regional Code of Conduct) and more engaged in data collection. Further, fishers realised more the benefits of being part of a body that represents their interests. The E-survey however, based on limited responses (32 statements collected among 152 responses to the survey) shows that most respondents did not know if NFOs had changed (10 responses or 31%), while 7 (22%) stated that the NFO had not changed over the period of the project. A few respondents replied that the NFO is now stronger than before (13%) or represents the fishers more effectively (13%). See **Figure 4**.



**Figure 4. E-survey. Responses to question: “Would you say that the National Fisherfolk Organisation in your country ... ” (Tick all statements that apply)**

75. The Board members of Barbados National Union of Fisherfolk Organisations (BARNUFO) were trained in a number of areas, which impacted on their membership. Through training in proposal writing, BARNUFO, at times together with the Fisheries Department, now run more projects and initiatives with fishers. Many members were trained to carry out more tasks on-line, from their phone. Some training was focused on the role of women in the fishing industry. Also, BARNUFO is setting up a youth arm. The BARNUFO website was upgraded; communication has become more effective, both through the website and WhatsApp platforms. A database of fishers was established. Overall, BARNUFO has enabled increased inclusion of fishers in national initiatives during the implementation of StewardFish.

76. The governance of the Guyana National Fisheries Organisation (GNFO) was strengthened, by including representatives of new landing sites in the Executive, as well as, for the first time, two women. Due to the project, the GNFO now carries out more outreach to primary fisherfolk

organisations across the country as well as media advocacy. A process to strengthen the primary fishers' groups is also under way.

77. The StewardFish project was instrumental in providing support to the St. Vincent and the Grenadines National Fisherfolks Cooperative (SVGNFO) on project management and execution. The microgrant on fish silage was instrumental in informing fisherfolk, vendors and the nation about fish waste.<sup>18</sup> The organisation became more formalised and the structure of the Board was changed under the project. The SVGNFO also collaborates with other entities in the establishment of a marine park off the South coast of St. Vincent. Further, like in other countries, the ICT training of members was essential due to COVID-19.
78. The StewardFish project was key in supporting the reinvigoration of the Barbuda Fisherfolk Association (BFA). It had gone through a difficult time with the destructive impact on the island of the Hurricane Irma in 2017 and many changes in Board membership and loss of records. StewardFish helped to re-establish the BFA's registration, payment of taxes and export fees. The importance of FFOs to the fishing industry was communicated through StewardFish information and awareness products. BFA is about to open an office, has acquired the furniture (supplied by a microgrant) and plans to employ staff again.
79. For different reasons, three other NFOs appear not to have changed much over the course of the project: The Belize Fishermen Cooperative Association (BFCA), the Jamaica Fisherfolk Cooperative Union (JFCU) and the Saint Lucia Fisherfolk Cooperative Society (SLFCS). The BFCA lost much of its institutional capacity some years back, although it claims to represent fisherfolk and the fisheries sector more appropriately than any other association. In the past, BFCA focused on the export of lobster and conch, but they are less engaged in that now and the organisation has suffered. It is switching its role towards advocacy. The BFCA successfully mobilised fishers for activities under StewardFish. It owns a building, but because of its need for repairs, it is not used at present and the level of services to its members is limited. The Association is currently distracted from organisational development since it is engaged in a court case against the Government on the issue of gillnet fishing.
80. The Jamaica Fisherfolk Cooperative Union (JFCU) was already a strong organisation at the start of the project. It has over 20 paid personnel and an annual turn-over of J\$130m (approx. US\$900,000). The JFCU was too advanced to benefit from the organisational and financial training provided under StewardFish; it helps the primary fisherfolk organisations with many administrative and organisational issues. As such, it believes that StewardFish should have directed more effort to the primary fisherfolk organisations in Jamaica; nevertheless, the training on gender analysis and the implementation of a gender survey by StewardFish has helped the Jamaican FFOs primary groups to engage in gender analysis. The ICT training was also considered very useful by the Jamaican FFOs.
81. At the start of StewardFish, the Saint Lucia Fisherfolk Cooperative Society (SLFCS) was not as strong as it had been in previous years. The SLFCS traditionally networks with the primary organisations, focusing on logistical issues such as bringing in equipment and managing facilities. Each manager of a primary group would be part of the Board of the SLFCS. At present, the SLFCS is setting up an office (a StewardFish microgrant was instrumental for this) and it coordinated a

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<sup>18</sup> A promotional billboard was erected, communicating the dangers of improper dumping of fish waste and alternative economic benefits that can come from processing fish waste; jingles and short videos were created and disseminated to raise awareness about issue of fish waste; signs with waste-disposal instructions were designed and printed for posting at the Calliaqua Fisheries Centre (to be installed after renovations at the Centre have been completed).

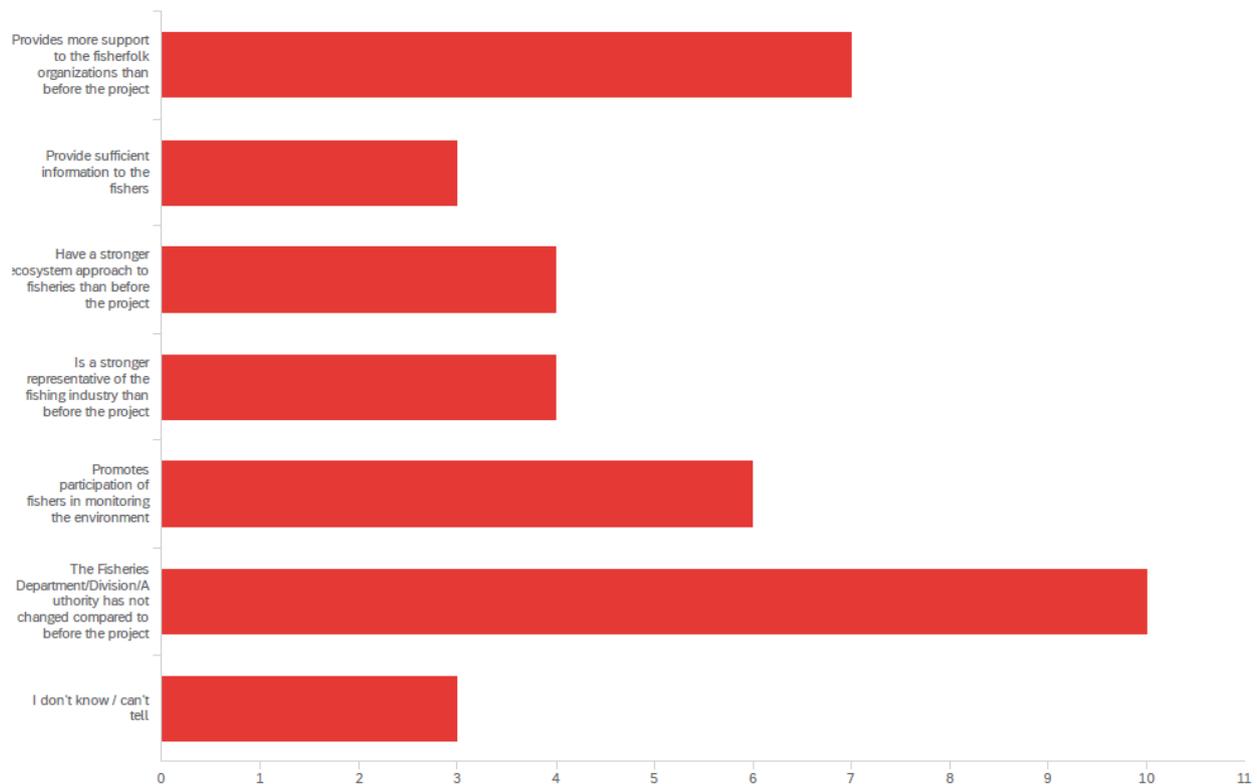
number of activities under StewardFish (training, communication, EAF activities, CLI participation, participation in drafting the Code of Conduct) together with the primary groups.

82. A significant boost for leadership development among FFOs and fishers has been the CNFO Leadership Institute (CLI) for fishers. The idea for it had been conceived in the past, but it was finally able to launch under StewardFish. It has been a great success to date, with high participation by fishers from primary groups, featuring monthly sessions at a time convenient to most fishers (the evening). In addition to learning, it provides fishers with an opportunity for dialogue and discussion around the subjects on the curriculum.
83. The intended national fisheries policy workshops for FFOs were done virtually at the regional level, combined with the CLI and gender activities. Greater participation of women in leadership was achieved under the project, e.g. in executive positions of FFOs, and in other project activities. Changes regarding gender equity are further presented in [section 3.6.1](#).
84. With regard to **Outcome 1.2** (*Fisheries-related state agencies have capacity to support fishing industry stewardship*), efforts were made to strengthen the capacity of NFAs, with the most significant results in Antigua & Barbuda, Barbados, Saint Lucia and St. Vincent & Grenadines. Through workshops where a rapid institutional assessment methodology was introduced, CANARI in collaboration with CRFM, undertook the institutional analyses of the seven participating NFAs and identified gaps and weaknesses that could be addressed as a priority during StewardFish. By March 2020, three national workshops had been carried out physically (Antigua and Barbuda, Barbados and Jamaica). The other four workshops were done virtually due to the travel restrictions during the pandemic. The seven fisheries authorities, 37 public sector agencies, 20 CSOs and two academia participated in the fisheries institutional assessment validation virtual workshops across the project countries.
85. Using a participatory approach, pilot projects were designed for each of the countries to alleviate gaps in capacity, as identified in the institutional assessments. In four countries (Guyana, Jamaica, Saint Lucia and St. Vincent & Grenadines), the pilots addressed the need to improve information sharing and effective communication of fisheries laws, policies and plans between the fisheries authority and fishers by developing a communication strategy, an action plan and in each case some specific communication products. The NFA for Antigua and Barbuda focused on reviewing the Fisheries Advisory Committee (FAC) and developing a mechanism to facilitate decision making with full participation of fisherfolk, including on ecosystem stewardship. In Barbados StewardFish supported the drafting of a Fisheries Policy and ensured the incorporation of the SSF guidelines. Finally, in Belize the pilot focused on improving coordination and collaboration between the Fisheries Department and national and primary fisherfolk organisations. The pilots were implemented with the support of national consultants. Recommendations for strengthening the NFAs arose from each of the pilots. Respondents rated the results of the pilots in Antigua & Barbuda, Barbados, Saint Lucia and St. Vincent & Grenadines most successful.
86. It is important to note that most NFAs report that they are understaffed and overwhelmed with work. Some NFAs also tend to be considerably project-driven although executing multiple projects is a challenge due to their limited capacity. Therefore, implementing the recommendations arising from the pilot projects without the provision of adequate staff and financial support may not be feasible.<sup>19</sup> Another challenge is the absence in Antigua & Barbuda, Saint Lucia and St. Vincent & Grenadines of fisheries advisory committees, which are one

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<sup>19</sup> Depending on the specific recommendations and the involvement of NFAs, these can be addressed in upcoming projects, such as BE:CLME+, PROCARIBE, EAF4SG and REBYC -III CLME+.

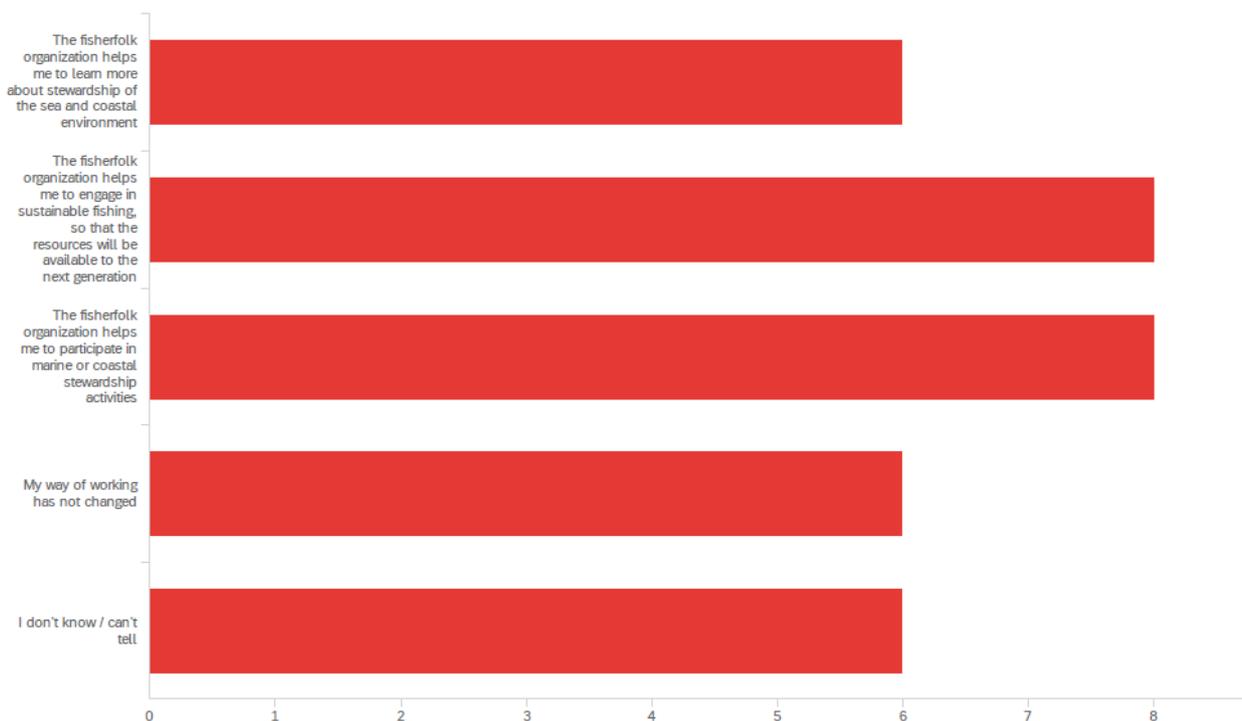
mechanism to facilitate collaboration between NFAs and fisherfolk and engagement of the latter in decision making processes.



**Figure 5. E-survey. Responses to question: "Would you say that the Fisheries Department/ Division/ Authority in your country ...." (Tick all statements that apply)**

87. Positive change in the NFAs was reported in interviews with both NFA representatives and FFOs in all the countries and consisted mainly of improvement in communication (greatly facilitated by technology) and collaboration between the NFAs and NFOs. According to respondents, this notably increased in Antigua & Barbuda, Guyana, Barbados, and St. Vincent & Grenadines. Other positive changes have been reported, for example, in Guyana where the NFA is assigning teams to go to the landing sites to engage with fisherfolk, and in Saint Lucia where the Fisheries Department is incorporating some project results into its workplan and is looking for funds to continue communication with fishers. NFAs also gained greater understanding of EAF and ICT, thus improving their ability to support fisherfolk in these areas. However, 27% (10 out of 37 statements collected) of responses in the E-Survey stated that no change in the NFAs had been observed, see **Figure 5**. A total of 24 statements (65%) recorded positive change compared to the time before the project: more support for FFOs (19%), NFA promotes participation in environmental monitoring (16%), has a stronger ecosystem approach (11%) or is a stronger representative of the fishing industry (11%), provides sufficient information (8%).
88. Some interviewees expressed the need for further training of the NFAs including in ICT. In several countries, the NFAs provide practical support and facilities to the NFOs and FFOs, including office and meeting space, and printing of announcements and materials. Progress towards the Outcomes under Component 1 is rated as **Satisfactory**.
89. **Component 2: Enhancing ecosystem stewardship for fisheries sustainability.** Under **Outcome 2.1 (Increased participatory Ecosystem Approach to Fisheries (EAF) application with focus on healthier habitats and pollution reduction)** the training courses for fishers in EAF were highly

rated by NFO leaders in interviews for each of the countries. The training was implemented through four face-to-face workshops (in Barbados, Belize, Antigua & Barbuda and Saint Lucia) and three virtual ones (Guyana, Jamaica and St. Vincent & Grenadines). Practical ecosystem stewardship awareness, knowledge and skills were gained by fisherfolk, who became more conscious of sustainable fishing practices, according to interviews with FFO leaders. The E-Survey shows that 24% (8 out of 34) of the responses by fisherfolk state that the FFO is helping them to engage in sustainable fishing and/or marine and coastal stewardship activities. See **Figure 6**. A notable achievement was the development by CNFO with the support of UWI-CERMES of a Regional Code of Conduct for Caribbean Fisheries 2020-2025, which promotes the participatory application of EAF and provides a basis for developing national codes. The Regional Code was endorsed by the CRFM Ministerial Council in May 2021.



**Figure 6. E-Survey. Responses to question: “Which of these statements apply to yourself as a fisher?” (Tick all that apply)**

90. Some activities under this component were scaled back because of the continuing pandemic, which made the effective engagement of fishers and site visits very difficult. CANARI had intended to engage the NFOs in six countries to conduct pilot projects relating to coastal management (in particular Marine Protected/Managed Areas), through two phases: (a) prepare stewardship action plans; and subsequently (b) implement a particular activity featured in the action plan. However, the first phase had to be dropped and implementation moved directly to supporting the FFOs in identifying and implementing pilot projects with the support of in-country technical mentors. It is to be noted though that site visits were made by CANARI in Belize, Jamaica and St. Vincent to raise awareness about ecosystem stewardship and discuss management challenges. The pilot projects were intended to have a 5-month implementation period, but this was curtailed because of a delayed start due to the pandemic. Nevertheless, five pilot projects were successfully conducted, relating to managing litter and garbage at landing sites (Guyana and Saint Lucia), managing Sargassum influxes (Belize), coral gardening (Jamaica) and awareness building as well as conducting a feasibility study on the use of fish waste (St. Vincent & Grenadines). The progress made towards the Outcome under Component 2 is rated as **Satisfactory**.

91. **Component 3: Securing sustainable livelihoods for food and nutrition security.** Activities under **Outcome 3.1** (*Livelihoods throughout fisheries value chains balance development with conservation for food and nutrition security*) were completed, including identification of lessons from fisheries-related livelihoods and socio-economic projects in the region, preparation of a policy brief highlighting key findings and recommendations from the former, and the communication of best practices. Three sustainable fisheries livelihoods profiles were subsequently developed, presented by three fishers (from Belize, Grenada and Saint Lucia). The profiles, which include one woman, one man and a youth involved in small-scale fisheries, show how fisherfolk contribute to EAF in their livelihood activities. These profiles are intended to be integrated into EAF training products after the project.
92. Three country reports analysing three fisheries value chains were produced but these value chain analyses (VCAs) were not consistent with the promotion of certain seafood products in national diets and, in particular, be feasible to contribute to the nutritional needs of children at schools. The species selected (Mahi Mahi or Dolphin Fish in Barbados, Spiny Lobster in Jamaica and Queen Conch in St. Vincent & Grenadines) are all products which are mainly used for export and for the tourism industry. The webinars to prepare the VCAs were well-attended<sup>20</sup> and debated whether the products could contribute to nutritional security of the poorer part of the population (which is currently doesn't do, not considering some localised exceptions). The studies were linked to national nutritional guidelines and highlighted opportunities for more local consumption of seafood products, and included recommendations for improving intra-regional trade of seafood in the CARICOM region. A perspective brought forward is that increased national incomes may be generated from the export of selected value chain species, which could provide for importing and making available low-cost and nutrients-dense fish to the population, such as small pelagics. The Value Chain Analysis methodology had synergies with the CC4FISH project and the Conch value chain analysis report was shared with the UNCTAD Blue BiTrade initiative, providing added value of the project to the initiative to develop sustainable trade and investment in conch products.
93. In 2021, an on-the-ground activity was added to Component 3 when unspent funds (over USD 306,670) became available due to delays and scaling down of some previously-planned activities. The RPSC approved the utilization of a part of these funds for a pilot project with the Central Fish Processors Association (CFPA) of Barbados on the utilisation of fish waste, building on existing initiatives. For more information, see below under [EQ9/Finding 9](#).
94. The outputs under Component 3 were achieved. Outcome 3.1, however, was articulated too ambitiously and cannot be achieved through the execution of the stated outputs, which mainly included academic exercises with reports produced. Interviewed respondents expressed the need for more on-the-ground activities and tangible results to achieve the outcome. Based on the outcome indicators (number of FFO leaders who engage in livelihood enhancement activities and number of FFO leaders who report positive change due to engagement), this outcome was not fully achieved and progress towards Outcome 3.1 is assessed as **Moderately Unsatisfactory**.
95. **Component 4: Project management, monitoring and evaluation, and communication.** The outputs and activities under **Outcome 4.1** (*Good governance and learning for adaptation institutionalised among fisherfolk organisations*) were satisfactorily completed. StewardFish targeted national inter-sectoral consultative mechanisms, such as FACs and NICs, to facilitate the engagement of fisherfolk leaders in decision-making, as well as participatory monitoring and

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<sup>20</sup> Participants included 19 representatives of fisheries-related State agencies, 20 representatives from the private sector, 2 from NGOs, 11 from FFOs and 4 from academia.

evaluation (PM&E). An overview was prepared of the various in-country coordination mechanisms, Fisheries Advisory Committees (FACs) and/or National Inter-sectoral Coordination Mechanisms (NICs) and the engagement of FFOs in these. The convening of meetings of FFOs, FACs and NICs was impacted by the pandemic, with the majority of project countries unable to host face-to-face meetings. Therefore, Stewardfish supported online meetings of FFOs (34 meetings), while NFOs from Barbados, Guyana and St. Vincent and the Grenadines participated in 8 meetings of FACs and NICs. Overall, the level of activity of NICs, FACs or other such arrangements has remained low in the participating countries.

96. The process of PM&E was reflected through the great number of products generated by the project, which were shared between the members of the RPSC. Visibility and educational resources were shared through social media, including WhatsApp groups. The high level of interaction through on-line meetings, also allowed the regional partners to conduct polls and feedback sessions, as well as research on the uptake of learning. Learning notes and overviews of best practices were produced, in particular by UWI-CERMES. See also [section 3.5.5](#).
97. Due to the need to organise a great number of activities with a limited target group, and the circumstances created by the COVID-19 pandemic, the regional partners added an extra level of coordination and exchange, discussion of challenges and solutions, through monthly Check-in meetings. This was a very effective way to monitor progress, coordinate activities and create synergies. The meetings were rated positive and effective by all partners.
98. Although first planned to be conducted in 2020, no Mid-Term Review (MTR) of StewardFish was done (a MTR is not required for medium-sized projects). For further information, see [section 3.5.1](#). In [section 3.1 \(EQ 2 & 3, para 53\)](#) it was discussed that Outcome 4.1 is too ambitious to be achieved during the project. However, progress towards this Outcome was made. Therefore, the achievement of Outcome 4.1 is rated as **Satisfactory**.
99. **Unintended results.** The project saw a number of unintended positive results. Due to COVID-19, there was significant reorientation of activities, with adapted approaches to execution in the countries. Fisherfolk made great use of online communication platforms and gained knowledge and capacity in ICT. The role of CNFO in the project was heightened from a mobiliser of fisherfolk to an important capacity builder. Regional partners worked directly with beneficiaries through multiple on-line meetings. Partnerships between the regional organisations were strengthened to achieve effective and efficient local implementation and will be vital for sustaining project results.
100. Due to the COVID-19 protocols which significantly prevented travel and the conduct of face-to-face workshops, it became clear in the final year that the project had significant under spendings. Therefore, the RPTC authorised two additional local projects, the Fish Silage project with CFPA in Barbados and the Livelihood Recovery Assistance project with the SVGNFO and the Fisheries Department of St. Vincent & Grenadines. These projects were rapidly and successfully implemented during the final months of StewardFish.

**EQ8 & EQ16: Achievement of GEF corporate results, attribution of results to GEF-funding and changes in environmental stress, status or frameworks (GEF sub-criterion B1.2)**

101. **Finding 8. Based on some of the GEF-7 core indicators and targets, the project has started to lay a foundation for the achievement in the longer-term of global environmental benefits through strengthening stakeholder capacity for ecosystem stewardship, increased collaboration in the management of shared marine resources and the engagement of a significant number of direct beneficiaries. In relation to the GEF-6 IW tracking tool**

**indicators, StewardFish has strengthened the fisheries legal and policy framework at the regional and national levels, and initiated stress reduction measures through pilot projects in ecosystem stewardship. This may lead to environmental stress reduction if appropriate measures are implemented and upscaled.**

102. Since StewardFish was approved under GEF-6, the GEF-6 IW tracking tool was required to be completed by the PMU at project completion to assess aspects of GEF-additionality and level of achievement of global environmental benefits. However, the PMU did not implement the tracking tool and this task was completed by the evaluators, as presented in [Appendix 7](#). It can be concluded from this tool that a number of valuable processes have started, which lay a basis for new initiatives. The Caribbean Code of Conduct for Small-scale Fisheries, based on EAF was approved and disseminated, the CNFO Leadership Institute was successfully launched, a study on inter-ministerial committees was completed and pilot projects on EAF on litter, coral reef rehabilitation and fish silage provide opportunities for scaling up. StewardFish has contributed products to IW:LEARN, including project experience notes by CERMES regarding ICT for improved Stewardship and governance by Caribbean FFOs and Good Practices and Lessons Learned from StewardFish..
103. The awareness, knowledge, skills, infrastructure and in Guyana's case the gender equality in governance of FFOs was improved by the project, which indirectly leads to environmental stress reduction. Moreover, their collaboration with NFAs improved and, in general, access to and use of information improved. Finally, StewardFish contributed to change in gender indicators, in a positive way and researched how improvements could be attained in social protection (income, health, well-being, etc.) of fisherfolk following shocks (such as COVID-19 or a volcanic eruption).<sup>21</sup>
104. With GEF-7, eleven core indicators were introduced. **Core indicators #7** (*Number of shared water ecosystems (fresh or marine) under new or improved cooperative management*) and **#11** (*Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment*) are considered relevant to StewardFish. With regard to GEF-7 Core Indicator #7, the regional Code of Conduct for Caribbean Fisheries 2020-2025 was developed and was published in English and Spanish. It was endorsed by the CRFM Ministerial Council in May 2021 and it is expected that the Code will be utilised to draft national codes of conduct. Other core indicators may be relevant in the longer term, depending on the ecosystem and fisheries stewardship measures that are implemented in the countries (e.g., marine protected areas, more sustainable fishing practices to restore over-exploited fish stocks).<sup>22</sup>
105. With regard to GEF-7 Core Indicator #11, [Table 2](#) provides data on numbers of direct beneficiaries of StewardFish, disaggregated by gender and co-benefit. It shows, when comparing to the StewardFish results framework (see [Appendix 6](#)), that the numerical targets for beneficiaries were often exceeded.
106. SAP implementation at the national level tends to be weak, but StewardFish has contributed to strengthening mechanisms for implementation of specific SAP actions in the project countries. These include enhancing governance arrangements involving FFOs in the implementation of EAF and promotion of stewardship (sub-strategies 1.4 and 1.5), capacity building and pilot initiatives of FFOs and NFAs for sustainable small-scale fisheries (2.7) and improvement of livelihoods (2.8) and the facilitation of data and information products, monitoring and research outputs (3.7).

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<sup>21</sup> *Shock-Responsive Social Protection Strategy and Action Plan for the Small-Scale Fishery Sector of Saint Vincent and the Grenadines.*

<sup>22</sup> See this link for the latest GEF Corporate Score Card on the core indicators:  
[https://www.thegef.org/sites/default/files/documents/2021-12/GEF7\\_Corporate\\_Scorecard\\_2021\\_06.pdf](https://www.thegef.org/sites/default/files/documents/2021-12/GEF7_Corporate_Scorecard_2021_06.pdf)

These mechanisms are also supported by the Caribbean Community (CARICOM), which adopted in 2014 the Caribbean Community Common Fisheries Policy (CCCFP), a binding treaty focusing on cooperation and collaboration of Caribbean people, fisherfolk and governments in conserving, managing and sustainably utilising fisheries and related ecosystems.

107. The score for the GEF-7 core indicators is rated as **Highly Satisfactory**.

**Table 2. Numbers of direct beneficiaries by gender and co-benefit**

FFO leaders	<ul style="list-style-type: none"> <li>• 36 FFO leaders (8 women and 28 men) completed leadership capacity development activities.</li> <li>• Over 100 FFO leaders trained in policy engagement (about 25% female).</li> <li>• Over 100 FFO leaders undertaking EAF interventions (about 33% female).</li> <li>• 30 FFO leaders (16 men, 14 women) participated in Regional Mentor Training Workshop and fisherfolk organisational capacity.</li> <li>• 30 fisherfolk leaders (15 female, 15 male) from 20 FFOs participated in CLI leadership training.</li> <li>• 35 fisherfolk (15 men and 10 women***) that participated in pilot project proposal development in Belize, Guyana, Jamaica, Saint Lucia and SVG. ***Gender disaggregated info pending for Belize.</li> <li>• 62 fisherfolk (25 females, 37 males) were involved in four “Meet and Greet” sessions prior to the gender analysis in Barbados, Guyana, Jamaica and St. Vincent &amp; Grenadines and many continued in women and youth specific training sessions.</li> <li>• 21 FFO leaders (11 female, 10 male) were trained in ICT for governance (modules 1 and 2).</li> </ul>
Personnel and leaders in NFAs and FFOs	<ul style="list-style-type: none"> <li>• 11 trainers from 6 countries and CNFO were trained ICT for governance modules to FFOs.</li> <li>• 16 CNFO leaders (13 male, 3 female) developed the Regional Code of Conduct for Caribbean Fisheries (2020-2025).</li> <li>• VCA analyses: 56 representatives from NFAs (19), FFOs (11), private sector (20), NGOs (2), academia (4).</li> </ul>
NFA personnel and public agencies	<ul style="list-style-type: none"> <li>• 53 Fisheries-related state agencies, 20 CSOs and 2 academia participated in the institutional and organisational analysis validation workshops/ webinars in the 7 target countries. Total participation: 111 persons (64 men and 47 women).</li> </ul>

**EQ9: Innovations in approaches and outputs (GEF sub-criterion B1.1)**

108. **Finding 9. There were a number of important innovations in approaches and outputs. Due to the pandemic, the project moved a great number of activities on-line and local consultants were essential intermediaries.**

109. During its main period of implementation, COVID-19 caused a continuing disruption of travel to attend workshops and conduct field work. National protocols limited gatherings as well. The project adapted with moving many meetings and workshops on-line. Accordingly, the regional partners expanded their training in ICT, covering beneficiaries which were not foreseen to be directly trained. StewardFish strengthened capacity, especially of fisherfolk, to use ICT for communication and on-line learning. After a difficult period, fishers and other beneficiaries became adept at using virtual communication technology, often from their mobile telephones. In future, it is much more feasible to replace physical meetings with virtual ones, unless the benefits of physical meetings substantially exceed the costs. Also, as a consequence, virtual workshops can be designed differently: short, asynchronous, more focused on specialised themes and tasks, engaging more easily an attendance from many geographic locations.

110. Due to the circumstances, the regional partners worked much closer together in implementing activities than was planned. They collectively engaged in more blended activities and coordinated

recruitment of local mentors, coordinators or field assistants, which were instrumental in arranging the implementation of activities within specific countries. Despite growing confidence among fishers with the use of virtual communication platforms, disparities remained and in-country support remained critical. Where many local focus group discussions were intended, such as with the gender activities, these were replaced by more regionally oriented activities. See also [section 3.6.1](#).

111. At the time the project was nearing its end, substantial unspent funds remained due to low spending on travel and workshops. Therefore, the Regional Project Steering Committee (RPSC), in its meeting of 5 May 2021, decided to dedicate some saved funds to strengthen Components 3 and 4, for specific actions which could be rapidly implemented. It was suggested that technical assistance could be provided to fisherfolk affected by the volcanic eruptions in St. Vincent & Grenadines<sup>23</sup> in such areas as safety at sea and postharvest equipment. A shock responsive social protection action plan could also be developed for that country. Additionally, a national platform for fish waste utilisation could be advanced in Barbados, where the FAO was already collaborating with CARDI on a fish silage project (for use as animal feed for example). With regard to Component 4, it was suggested that a consultant could be recruited to assist with producing knowledge management products on subjects like the CNFO leadership Institute, Code of Conduct for Caribbean Fisheries, ICT4Governance as well as Gender analysis /women and youth leadership training.
112. Concepts for activities were invited immediately after the RPTC meeting, from National Fisherfolk Organisations (NFOs), Departments of Fisheries or Regional Partners. The FAO would lead on implementation. FAO received by early June and selected a concept from the Central Fish Processors Association (CFPA) in Barbados.<sup>24</sup> The *"Pilot project Promoting the Circular Economy in Fisheries Value Chains to Support Sustainable Livelihoods"* (CFPA Fish Silage pilot) was approved for US\$47,400 to be implemented from June - August 2021. It resulted in: (a) Market viability assessment for small scale fish silage production and utilization; (b) CFPA capacity developed to operate and manage a small-scale fish silage production business (Equipment procured, Process and Draft Manual); (c) Business plan for the operation of a small-scale fish silage operation; and (d) Fostering productive partnerships.
113. The SVGNFO and the Fisheries Department of St. Vincent & Grenadines proposed the *"Post 2021 Volcanic Eruption Livelihood Recovery Assistance for Fisherfolk, along the Small-Scale Fisheries Value Chain in St. Vincent & Grenadines project"* which was also selected. It was to be implemented during August-September 2021 for USD 149,150. The products were: (a) Capacity building along the SSF value and for the Fisheries Division (at end of StewardFish, procurement of a list of items was in progress); (b) Report, including the methodology used for conducting the review, the results of the review, recommendations, and action plan to deal with the gaps, address challenges and propose monitoring tools for the fisheries sector; (c) Report on the development of database for storage and analysis of fisheries data; capacity building for Fisheries Division in data collection initiative (part of the improvement and expansion of the Fisheries Data

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<sup>23</sup> On 9 April 2021 the once dormant La Soufrière volcano on St. Vincent began erupting explosively. Many residents were evacuated from the North, and the East and West coasts of the island. The marine environment also suffered much and approx. 310 fishers were affected (19% of the fishers in the country), with 278 having been relocated. In addition to St. Vincent, Barbados and to some extent Saint Lucia were affected by the ash clouds.

<sup>24</sup> CFPA is the only all-female, and the only postharvest fisherfolk organization in Barbados. The association was established in 2005 by a group of small fish processors to collectively lobby for changes to their work environment and address challenges that they were experiencing in their livelihoods. The association currently has 26 women members working towards the mission of 'Uniting fisherfolk for positive development.'

Management and Information System (FMIS); (d) Shock responsive social protection strategy and action plan for the small-scale fisheries sector.

114. By the end of September 2021, both innovative projects were successfully implemented and provided important learning for the region. The fish silage business tools developed in Barbados can help other FFOs which may want to develop similar livelihood initiatives. The SVGNFO and Fisheries Department (FD) in St. Vincent were supported to develop a strategic action plan to deal with disasters, as well as a shock response and social protection plan. Further, the FD was strengthened on data collection and analysis arrangements as it relates to information needed for post-disaster recovery. The rating on innovations in approaches and outputs is high and contributes to the sub-criterion Delivery of project outputs, which was earlier rated as **Satisfactory**.
115. The project results framework did not support effective measuring of the changes in capacity of FFOs and achievement of more effective decision making or resource management processes. Appropriate indicators were lacking. Additionally, over-all surveys should have been included in the project to determine the impact of capacity building activities. Based on the general satisfactory progress towards outcomes and the contributions to project objectives, the delivery of project outputs, as well as the likelihood of impact discussed in [section 3.4](#), the overall rating for the achievement of project results is **Satisfactory**.

### 3.3 Efficiency

#### EQ10: Efficiency of project implementation (GEF criterion C1)

116. **Finding 10. Despite a slow start followed by disruptions by COVID-19 to its implementation, the project adapted and was implemented with a high level of efficiency. However, certain institutional challenges contributed to delays, which reduced efficiency and cost-effectiveness.**
117. StewardFish had a short implementation period of 3 years. Although the main period of project implementation was severely disrupted by the conditions and circumstances caused by the COVID-19 pandemic, in general the project completed most of its activities and outputs on schedule with delays experienced for some activities. There was a high level of collaboration between FAO and the five regional co-executing institutions in the delivery of the outputs. These strategic partnerships with regional organisations which had the required mandate and expertise, were key in the efficient generation of the many results. Additionally, the PMU drew on the expertise of FAO experts in SLC and HQ.
118. The initial implementation start date of the project was 1 May 2018 with a scheduled end of implementation by 30 April 2021. The actual start date was in July 2018 with the recruitment of the PMU staff. The successful inception workshop, convened in September 2018, decided on major changes in the institutional arrangements for project execution and correlated budget changes. As a result, the project experienced a rather long period of negotiation of the Letters of Agreement (LoAs) with the five regional partners. [Table 3](#) shows that the original five LoAs were concluded between July and September 2019, for an initial period ending between May and October 2020. The regional partners admitted that the initial timelines, as stated in the LoAs, were unrealistic. The table shows that all the LoAs were amended at least once and some multiple times. The purposes of these amendments were the provision of additional funds, once a reduction in funds, budget revisions, extensions of the LoAs and changes in banking details.

119. The LoAs with CNFO, CRFM and UWI-CIRP could be fully concluded in the FAO-SLC. However, those with CANARI and UWI-CERMES needed authorisation by FAO-HQ since these were above the threshold for delegated financial authority (US\$150,000). These partners reported delays in the finalisation and signing of LoAs and amendments, the latter of which were to increase the scope and allow for additional activities. The approval for a modification to one LoA with CANARI was so much delayed that the disbursement of funds became a major issue and spending and project progress were affected.

**Table 3. Letters of agreement concluded and amendments**

Partner	Date LoA or amendment	Amount	Period	RBB?	Comments
CANARI	Original: 02-09-2019	US\$305,500	01-09-2019 to 31-10-2020	Yes	
	1 <sup>st</sup> amendment: 06-11-2020	+US\$78,000 Total: US\$383,500	01-09-2019 to 31-05-2021		Extension to 31-05-21. Additional output 3.1.2.2 added.
	2 <sup>nd</sup> amendment: 31-05-2021	Total: US\$383,500	01-09-2019 to 31-07-2021		Extension to 31-07-21. Budget amended.
CNFO	Original: 31-07-2019	BZ\$59,840	31-07-2019 to 31-05-2020	Yes	
	1 <sup>st</sup> amendment: 24-10-2020	+BZ\$130,000 Total: BZ\$189,840	31-07-2019 to 30-04-2021		Extension to 30-04-21. Same outputs, but expanded scope.
	2 <sup>nd</sup> amendment: 27-07-2021	Total: BZ\$189,840	31-07-2019 to 30-07-2021		Extension to 31-07-21. Change of banking information
CRFM	Original: 05-07-2019	US\$49,995	01-09-2019 to 31-06-2020	Yes	
	1 <sup>st</sup> amendment: 28-10-2020	+US\$44,990 Total: US\$94,985	01-09-2019 to 31-01-2021		Extension to 31-01-21. Expansion of scope – impl. support to countries.
	2 <sup>nd</sup> amendment: 01-02-2021	Total: US\$94,985	01-09-2019 to 31-05-2021		Extension to 31-05-21.
	3 <sup>rd</sup> amendment: 11-06-2021	Total: US\$94,985	01-09-2019 to 31-07-2021		Extension to 31-07-21.
	4 <sup>th</sup> amendment: 27-08-2021	Total: US\$94,985	01-09-2019 to 31-07-2021		Extension to 31-08-21. Change of banking information.
UWI-CERMES	Original: 22-08-2019	BB\$539,440	31-08-2019 to 31-07-2020	Yes	
	1 <sup>st</sup> amendment: 04-11-2019	BB\$539,440	01-09-2019 to 31-07-2020		Change of banking information
	2 <sup>nd</sup> amendment: 20-08-2020	+BB\$200,000 Total: BB\$739,440	01-09-2019 to 30-04-2021		Extension to 30-04-21. Increase of scope (on-line support, local consultants).
	3 <sup>rd</sup> amendment: 30-04-2021	- BB\$147,430 Total: BB\$592,010	01-09-2019 to 31-07-2021		Extension to 31-07-21. Savings on travel and face-to-face workshops.
UWI-CIRP	02-08-2019	US\$49,588	08-08-2019 to 31-05-2020	Yes	
	1 <sup>st</sup> amendment: 09-09-2020	Total: US\$49,588	08-08-2019 to 31-01-2021		Extension to 31-01-21. Budget amended.

120. In light of the impact of the pandemic, the StewardFish project was extended three times, first to 31 July 2021 (automatic extension granted by GEF in the scope of COVID-19) and subsequently

to 30 September 2021 in order to compensate for the various delays in implementation. A final extension to 31 March 2022 facilitated the delivery of ICT equipment.

121. The executing partners practiced a high degree of adaptive management throughout the implementation period, especially under the circumstances of COVID-19. Such management significantly promoted efficiency. Due to travel restrictions under the pandemic, planned travel by personnel of the PMU and the regional partners to conduct activities in-country had to be cancelled and local consultants were contracted to work directly with beneficiaries. There was also a strong shift to the use of virtual means to deliver training and communication. Financial resources were re-allocated to regional partners and sometimes shared in blended activities.
122. The efficiency of the project was also enhanced by the high level of interaction on operational, technical and GEF related issues among three projects with the three PMUs coordinated from the SLC: REBYC II, CC4FISH and StewardFish. StewardFish benefited from other projects in which project partners were involved, such as CERMES SSF-Gender and CANARI-Pisces. For example, CANARI used the training modules prepared under the EU-funded PISCES project, to train mentors and coordinators at national level to effectively provide support in their respective countries. As such, the regional mutually supportive approach to address needs of several countries or organisations at once (while tailoring to local context) enhanced efficiency.
123. The procurement of computer and other ICT equipment by FAO for the NFOs in five countries participating in UWI-CIRP activities and CNFO was significantly delayed. The equipment and other ICT resources were expected to be delivered in time to support the training exercises. However, their procurement and delivery were not finalized at the planned project end (30 September 2021) with equipment in four of the six participating countries being held at customs. This situation in principle presents a risk that the equipment will not be delivered to the intended beneficiaries, since the PMU has ceased operating. However, FAO is mitigating this risk through an administrative extension of the project till 31 March 2022<sup>25</sup> and expects no irregularities in the delivery of equipment based on its regular contact with the various stakeholders in the countries.
124. The adaptive management employed throughout the project allowed for “last minute decisions” to implement two additional project activities in Barbados (CPFA Fish Silage Pilot) and St. Vincent & Grenadines (Disaster Assistance to Small-Scale Fisheries sector) to utilise unspent resources. The two pilot projects, described under [section 3.2](#), were successfully carried out within a limited timeframe of 3 months.
125. The procurement of ICT equipment and resources remained a challenge. However, based on the efficient use of resources and delivery of all major outputs within a reasonable timeframe despite the pandemic, the over-all rating for Efficiency is **Satisfactory**.

### 3.4 Sustainability

#### **EQ12 & EQ 15: Continuation of project results and progress towards long-term impact (GEF sub-criterion B1.3)**

126. **Finding 11. There is a high likelihood that project results will continue to be useful and sustained, and contribute to achievement of long-term impact, through the project’s legacy that includes strengthened capacity of FFOs and NFAs in several areas, establishment of**

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<sup>25</sup> This was further extended to 30 June 2022, as in May 2022 some goods procured continued to be supplied.

**CNFO leadership institute, toolkits and learning materials, policy instruments, and increased fisherfolk awareness of ecosystem stewardship.**

127. **Finding 12. The StewardFish project has contributed to long-term impact on consolidating the EAF, ecosystem stewardship and gender awareness as well as positively influenced the interaction between FFOs and NFAs.**
128. StewardFish has strengthened individual leadership and organisational capacity in over half of the NFOs and NFAs targeted (see [section 3.2](#)), while it started processes of change in the other ones. A number of specific results are listed in [Appendix 6](#). The Outcome Mapping session confirmed that as such, the fisheries sector has become better organised, with strengthened capacity of FFOs and NFAs for ecosystems and fisheries stewardship. The institutional assessments of the NFAs are valuable and can be used as a basis for follow-up at national level (although some NFAs did not agree with all the aspects of the assessments). FFOs benefited especially of the project, with increased capacity to prepare grant proposals, mobilise their members on-line, execute projects and a stated increased awareness and understanding of the ecosystem approach to fisheries management. In the seven countries, more fisherfolk have become aware, gained knowledge and experience in EAF and are interested in applying sustainable fishing practices. Stronger collaboration in-country between NFAs and FFOs regarding improved extension services was also generated by the project. Also, regional interaction among FFOs has increased, utilising ICT platforms.
129. High numbers of fishers, including from non-project countries, participated in leadership training, which is vital in the context of leaders being volunteers and positions changing regularly. The organisational capacity and empowerment of women improved. Fishers now engage more in policy development. Well thought-through tools and methods have been explored to support FFOs, and show how to combine management with socio-economic factors. Investigative reports on livelihood issues are available, as is a wealth of reports and materials from the other components of StewardFish, which can be “retrofitted” for future use in projects and programmes. The regional institutional network will most likely continue to contribute to sustainability. UWI-CIRP analysed NFO capacity in ICT and developed best practices in addition to training trainers in-country. The on-line training materials and guidebook can be used to deliver training in future, including through the CLI.
130. A critically important achievement is the establishment of the CNFO Leadership Institute (CLI), which continues to provide training after project’s end. CNFO has become a key player for engaging with fisherfolk throughout the region, providing a platform for peer-to-peer fisherfolk learning. The sustainability of the CLI is likely as long as adequate financial resources for its operation are available and its programmes and demand for training do not overwhelm the current administrative capacity. It should also remain attractive to fisherfolk, in particular by keeping the training participative and simple by using familiar and free online tools; keeping the virtual leadership training contextual to fisherfolk experiences; and keeping it friendly to fisherfolk participants of varying learning styles. CNFO and CLI have established a close working relationship with the other regional co-executing partners and will need their sustained support (according to respondents). The regional partners, with their existing expertise, institutional capacity and ability to mobilize financial resources, represent a strong institutional base for sustaining the project results. Moreover, It should also be noted that resources for the CLI could become available under GEF funded projects, such as the BE:CLME+, PROCARIBE, EAF4SG, REBYC-III CLME+ and CNFO should remain engaged or seek to engage with such projects. CNFO has also been receiving funds under FAO funded activities to implement the SSF Guidelines.

131. The toolkits and training packages developed by the regional partners are likely to continue being used after the project, in both regional and national training. In addition, various key documents and instruments which were developed under StewardFish are likely to support sustainability. The CNFO Regional Code of Conduct for Caribbean Fisheries encourages development of national codes and policies in some countries. The St. Vincent & Grenadines post disaster fisheries recovery action plan, developed under the project after the volcanic eruption, has high potential for replication. The country is developing a social protection strategy for agriculture, which potentially could incorporate the fisheries sector. According to the Outcome Mapping session, fisherfolk has become more involved in fisheries policy development, including through the collaborative work on the Small-Scale Fisheries Code of Conduct. This is a basis for in-country follow up and StewardFish opened the door to more inclusive policy development.
132. StewardFish results contribute to significant progress towards long-term impact. This TE assesses sustainability and impact as **Likely**.

### **EQ13 & EQ29: Potential for scaling up and replication (GEF criterion D2)**

133. **Finding 13. There is high potential for scaling up and replication of project results through the knowledge generated, strengthened FFO and NFA capacity, training materials, methodologies, tools and documented experiences, and policy instruments. The CLI will be vital in replicating and scaling up capacity strengthening of fisherfolk and other stakeholders. However, fisherfolk need to be kept interested and engaged and adequate financial and human resources are required for scaling up and replication.**
134. The methodologies, training tools, guides and results of the project have been well-documented by the regional partners and appropriate accessibility is being developed (see [section 3.5.5](#)). Some of the innovative activities, such as use of fish silage (pioneered in Barbados and St. Vincent & Grenadines) or fisheries disaster recovery planning (St. Vincent & Grenadines) have good potential for replication by other countries, providing knowledge and experiences for similar exercises in other areas and countries. Jamaica has expressed interest in the fish silage initiative. Representatives of two of the regional partners as well as representatives of several NFAs interviewed stated that, based on its success and usefulness, the StewardFish project should be expanded to other countries of the region.
135. Other agencies became involved in EAF. For example, in Guyana, the NFA is putting into place arrangements for continuation of landing sites and beach clean ups with the Guyana Environmental Protection Agency. CARDI supports research for the fish silage initiative.
136. Scaling up and replication is also supported by national mechanisms, which may facilitate uptake of project results in national planning. In Jamaica, all projects with national components have to be reflected in the national budget, and are incorporated in the Corporate and Operational plans of public agencies. Reports are to be tabled in parliament, including on quarterly spending. As such, national components of international projects are more and more infused into national frameworks. Further, there are options if NFAs, along with FAO and regional partners link to relevant components of upcoming projects (e.g. BE:CLME+, PROCARIBE, EAF4SG and REBYC -III CLME+).
137. The CNFO and CLI will be critical in continuing to engage with fisherfolk and the CLI in particular in extending training to fisherfolk and others. As done under StewardFish, other organizations such as UWI-CERMES and CANARI can use CLI as a platform to provide training. The online courses and platforms for communication and training will greatly facilitate replication and upscaling in a cost-effective manner. Similarly, there is good potential for uptake of project results

by regional partners in their planned and ongoing work programmes, for example fisheries disaster recovery planning could be used by CDEMA and national disaster management agencies.

138. Altogether, the potential for scaling up and replication of the results of StewardFish is high. The rating provided is **Highly Satisfactory**.

**EQ14 & EQ17: Risks for sustainability and barriers to future progress towards long-term impact (GEF criterion D1 and sub-criteria D1.1, D1.2, D1.3 and D1.4)**

139. **Finding 14. The risks to the sustainability of project benefits are significant in the area of financial risks and moderate in the areas of environmental, socio-political and institutional risks.**

140. **Environmental risks.** Environmental sustainability including through EAF and improved ecosystem stewardship is a central pillar of the project and the CLME+ SAP. Fisheries and marine ecosystems that support fisheries are threatened by unsustainable fishing practices and continuing environmental degradation causing reduction in catch. The project has started to strengthen capacity of FFOs and NFAs for EAF and ecosystem stewardship but there is need for replication and upscaling of the project results and development and implementation of other stewardship initiatives. Environmental sustainability of the project results can be threatened by factors outside the control of the fisheries sector, for example, harmful tourism practices, land-based activities and climate change impacts. Based on environmental risks, the sustainability of project results is **Moderately Likely**.

141. **Socio-political risks.** Traditionally, fisherfolk have not had much political influence for a variety of reasons and the fisheries sector has been one of high risk. However, this situation is slowly changing, with fisherfolk gaining more support and recognition from politicians and NFAs, and becoming better organized and increasingly engaged in decision-making processes. There is also greater awareness and appreciation among stakeholders of the role of women in the fisheries value chain and the need to support them. StewardFish has contributed to these changes within the project countries and has promoted sustainable fisheries livelihoods and social protection initiatives. However, much more needs to be done to reduce socio-political risks, particularly since the sector is not considered attractive for employment, as well as cultural and traditional practices. It has proven difficult to recruit young people to become fishers.<sup>26</sup> Keeping fisherfolk interested and engaged in stewardship is also challenging for various reasons. There are moderate socio-political risks to sustainability of project results and therefore the rating is **Moderately Likely**.

142. **Institutional and governance risks.** Although some administrative and logistical staff may be paid, in general the staff and leadership of the FFOs are voluntary and change regularly after elections at Annual General Meetings. This causes the management capacity of FFOs to fluctuate and threatens, among other, institutional memory (as currently illustrated in Barbuda and Belize). It may also provide risks to attracting and retaining members and conducting several institutional functions. NFAs may have a better capacity to provide continuing support to FFOs, but these agencies are subject to changing political priorities. Nevertheless, the TE learned that some NFAs have incorporated some of the project results in their annual workplans: Saint Lucia has laid more emphasis on communication products, Guyana on additional visits to the landing sites. In addition to the NFAs, the project also engaged other fisheries/marine related state agencies and CBOs, strengthening the institutional framework. The regional co-executing agencies are well-established and have good potential to uptake and sustain the project results through their

<sup>26</sup> UWI-CERMES, 2021. *Gender analysis of capacities and gaps in fisherfolk organisational leadership (Case studies)*.

ongoing and planned programmes and projects. Importantly, mentors have been trained. The CNFO and its CLI in particular have been strengthened and have become key players to mobilise funding, and engage with and extend training and capacity building to fisherfolk. Development and endorsement of the regional code of conduct at high political level and linking it with the CCCFP as well as the development of national codes will play a major role in promoting sustainability but will depend on the extent to which these instruments are effectively implemented. All the countries have fisheries legal and policy instruments and management plans and are increasingly adopting EAF. In addition, institutional structures such as NICs and FACs for consultation and engagement of stakeholders in decision-making processes are functioning in four countries (Barbados, Belize, Guyana and Jamaica). The institutional and governance risks are moderate. Regarding this aspect, the sustainability of project results is **Moderately Likely**.

143. **Financial risks.** The continuing strengthening of FFO leadership and capacity for stewardship as well as implementation of stewardship measures need a substantial level of funding. However, the fisheries sector tends to be underfunded by public accounts. Most FFOs do not have adequate financial resources to effectively operate and are dependent on volunteers and external sources of funding. Financial contributions from fisherfolk are generally inadequate and often unreliable. Similarly, NFAs are often underfunded from national budgets and are highly dependent on donor project funding. StewardFish has strengthened the ability of FFOs to develop grant proposals and execute projects. The generation of income by the FFOs and mobilisation of project funds by FFOs and NFAs can help to reduce financial risks. The development of the fish silage industry, if profitable, would reduce financial risks. Therefore, based on assessment of the financial risks, the sustainability of the project results is **Moderately Unlikely**.
144. The overall rating for the likelihood of sustainability, taking into account the risks described above, is **Moderately Likely**.

## 3.5 Factors affecting performance

### 3.5.1 Monitoring and evaluation

#### EQ18: M&E design (GEF sub-criterion E7.1)

145. **Finding 15. The prodoc provided for the finalisation of the design of the M&E system during the inception workshop. Results-based and participatory M&E was designed in a complete manner, engaging a number of stakeholders. However, the quantitative indicators do not sufficiently capture the progress made by StewardFish in the achievement of the expected outcomes and outputs and should have been complemented by qualitative indicators that measure change in capacity, relationships and new actions by stakeholders.**
146. The M & E design, as described in the prodoc, was adequate and consistent with FAO and GEF requirements. The main M & E tools were the inception report, project results framework, PIR and PPR reports, RPSC meetings and reports, AWPBs, financial and co-finance reports, and a terminal evaluation. Provisions were made in the prodoc for conducting an MTR but this is not required for medium sized GEF projects. The prodoc also included an M & E implementation plan with activities, responsible entities, and budget. It called for special attention to outcome

indicators that are aligned with the GEF IW focal area tracking tool. Tracking tools are not mandatory for Medium Sized projects at mid-term, but only at project completion.<sup>27</sup>

147. The results framework contains output and outcome indicators, baselines and quantitative mid-term and end of project targets. Some shortcomings in the results framework were identified by the TE (see [section 3.1](#) on project design). According to the project document, project outcome indicators were to measure the empowerment of fisherfolk throughout fisheries value chains to engage in resource management, decision-making processes and sustainable livelihoods with strengthened institutional support at all levels. However, the indicators and targets set in the Results Framework are all quantitative, which was found to not satisfactorily measure progress in an institutional and individual capacity building project such as StewardFish. Regarding institutional capacity, indicators could for instance have been more oriented towards measuring the processes related to governance (AGMs, meetings, reporting, communication, M&E, etc.), use of ICT for dissemination of information and participation, and activities conducted related to training, education and awareness. Regarding individual capacity, indicators should measure the capacity of beneficiaries to support the institutional processes mentioned above. The indicators and targets were discussed during the inception workshop, but not refined. Additionally, a Theory of Change was explored, but not prepared.
148. Initial baseline data established during the project design phase were meant to be updated during the initial phase of project implementation, but this was not done. Further, the indicators of the Results Framework had little relationship with the GEF-6 core indicators, including its process indicators. However, the TE found that most of the tracking tool indicators (GEF-6 core indicators) are not applicable to StewardFish.
149. Since StewardFish was designed as a medium-sized project (GEF financing less than US\$2m), a Project Identification Form was not required. Some respondents were of the opinion that inadequate indicators and targets could have been identified and rectified during the PIF stage, although the prodoc and results framework are subject to review during the design phase.
150. The project document established that the M&E systems and plans would be validated and refined at the outset of the project, including all data collection processes. Participatory M&E (PM&E) was discussed during the inception workshop<sup>28</sup> where it was found that this is integral to the capacity development of fisherfolk in collaboration with other stakeholders, such as the National Inter-sectoral Coordination Mechanisms (NIC). It was also noted by the participants that PM&E contributes to adaptive management, which is a key feature of stewardship. The workshop further pointed out that some indicators aimed at more complexity, such as "Number of FFO leaders who report positive change due to engagement" under both Outcome 2.1 and Outcome 3.1; and similarly, the indicator "Number of FFO leaders who report learning due to engagement"

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1. <sup>27</sup> However, projects and programmes approved from 1 July 2014 to 30 June 2018 (GEF-6) must apply core indicators and sub-indicators at mid-term and/or completion.

<sup>28</sup> The project's inception workshop took place in Barbados from 13-14 September 2018 with the participation of all groups of stakeholders. It reviewed and reached agreement on the project's institutional and implementation arrangements, it adjusted the country workplans and modified the results framework (outcomes, outputs, activities). During and following this workshop it was decided to execute the project mainly through the regional partners (CANARI, CNFO, CRFM and UWI-CERMES, and additionally UWI-CIRP). The budget allocations were modified as well.

under Outcome 4.1. These should be refined in order to capture the impact on beneficiaries achieved.<sup>29</sup>

151. The rating regarding the design of the M&E system is **Moderately Satisfactory**.

**EQ19 & EQ20: M&E implementation, data management and use (GEF sub-criterion E7.2)**

152. **Finding 16. Monitoring and reporting were consistent with GEF and FAO M&E requirements as reflected in the M&E plan described in the prodoc and elaborated in the inception workshop. The M&E plan was implemented in a timely manner and comprehensive reports were prepared.**

153. Generally, the M&E plan described in the prodoc was followed during implementation. The indicators and targets were not further reviewed and evaluated on their usefulness beyond the inception workshop. A participatory monitoring mechanism was established during the implementation phase of the project<sup>30</sup> through monthly coordination meetings of the co-executing partners and regular meetings of the RPSC.<sup>31</sup> The M & E information collected was regularly incorporated in the PIRs, PPRs and financial reports, and project information entered in the FAO Field Programme Management Information System (FPMIS). Co-executing partners also provided inputs for the PIR and PPR. The Project Task Force met half-yearly and reports were produced. M & E information was effectively used by the PMU and partners as well as the RPSC and PTF in decision making and to foster learning and adaptive management. These mechanisms were vital for information sharing, prioritising actions and monitoring progress and were particularly important since, due to the pandemic, monitoring and supervision missions by FAO could not be carried out.

154. A Mid-Term Review of the project was planned to be done in the beginning of 2020, but after delay, it was subsequently cancelled.<sup>32</sup> The IW tracking tool was not filled out at mid-term or final stage by either the Project Management Unit or consultants because the requirement to fill it out was evolving during the transition from GEF-6 to GEF-7. The tool, filled out by the Evaluation Team retroactively, is attached as **Appendix 7**. A transition from GEF-6 to GEF-7 core indicators took place and this TE is expected to address the relevant GEF-7 core indicators with regard to StewardFish. This is done in **section 3.2 (Finding 8)**.

155. Reporting was of a high quality, as it included significant qualitative information besides marking progress against the indicators. Three annual PIRs and two PPRs<sup>33</sup> were prepared in a timely manner. These reports were comprehensive and covered, among others, progress towards outcomes, outputs and targets, risks and mitigatory actions, as well as progress ratings assigned by the RPC, BH, LTO, FLO, and GEF Operational Focal Points in the participating countries (not all the OFPs provided ratings). AWPBs and annual financial reports were instrumental in ensuring the efficient allocation and use of financial resources. The regional partners collectively produced a substantial number of detailed reports as required under the LoAs. Reports on country activities were done through the regional entities, sometimes with support of national consultants. PIRs and progress reports were done timely. However, a Terminal Report (narrative and financial),

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<sup>29</sup> The meeting further suggested parallel mechanisms to indicators, such as capturing success stories, challenges and lessons learned. ICT could be used to deliver informal learning opportunities as opposed to long formal workshops. The challenge would be to capture the effectiveness of informal approaches in project metrics.

<sup>30</sup> These meetings were held from November 2019 to July 2021 and minutes were recorded.

<sup>31</sup> RPSC meetings were planned to be held half-yearly, but due to COVID-19, three were held in 2020.

<sup>32</sup> For medium-sized projects, a MTR is not required.

<sup>33</sup> PIRs dated 30 June 2019, 30 June 2020 and 30 June 2021. PPRs dated 31 December 2019 and 31 December 2020.

which is required by FAO and GEF, was not made available to the TE consultants during the conduct of the TE.<sup>34</sup> Nevertheless, the results-sharing event held in September 2021 and in which the TE consultants participated, provided a comprehensive overview of the project progress and achievements. M & E results were effectively used by the PMU and project partners to identify implementation issues and develop management measures to address them.

156. Given the above considerations, this TE rates the implementation of M&E as **Satisfactory**.

### 3.5.2 Quality of implementation and execution

#### EQ11 & EQ21: Quality of management and delivery by FAO and performance of Project Steering Committee and Project Task Force (GEF sub-criterion E2.1)

157. **Finding 17. The quality of project management and delivery by FAO was high, especially considering the disruptions caused by the pandemic, which were effectively addressed by FAO SLC through continuous adaptive management. Challenges were encountered in administrative processes related to the processing of LoAs and procurement which often caused delays. However, significant improvement in administrative processes has been made, through structural changes at FAO SLC.**
158. **Finding 18. The Regional Project Steering Committee (RPTC) and the Project Task Force (PTF) provided effective oversight and technical guidance to the project.**
159. FAO was the GEF implementing agency for the project and FAO SLC/WECAFC the main executing entity. Both showed a high level of adaptive management over the course of the project. The PMU benefited from effective support of the other SLC and HQ staff, as well as two other PMUs operating at SLC, respectively for the CC4FISH and REBYC projects. Further, it could build on the regional and national networks which already existed. In the inception phase, the originally intended staff complement of the PMU was reduced from three to two (consisting of the RPC and an administrative assistant<sup>35</sup>) and regional partners increased their roles to include the provision of technical advice. It is therefore supported that the fact that FAO had both an implementing and an executing role was advantageous to the project. However, potential synergies e.g. for communication or knowledge management were not developed.
160. Throughout the project, there was a high level of dialogue and coordination with the regional partners and beneficiaries. Monthly check-in meetings were held with the regional partners to discuss any issues and identify solutions, share information and experiences and enhance the quality of execution. This was a systematic innovation in project implementation, which value became more obvious during the pandemic, when there was a great need for adaptive management. The RPSC also increased the frequency of its meetings. Further, bi-weekly meetings took place with the technical team and LTO.
161. FAO administrative procedures caused some delays in the implementation of StewardFish, in particular regarding the approval or modification of some of the Letters of Agreement (LoAs) and procurement. Also, the procurement process for equipment was very lengthy, as demonstrated by the ICT equipment which is still being delivered to the various FFOs. These issues did not only affect StewardFish, but other projects as well. The problems were recognised by FAO and from

<sup>34</sup> A Draft Terminal Report was prepared and provided to FAO on 28 March 2022. However, this was only brought to the attention of the evaluators in May 2022, at which time the Draft Final Evaluation had been completed.

<sup>35</sup> The cost for the Administrative and Operational Assistant was shared between the Caribbean and North Brazil Shelf Large Marine Ecosystem (CLME+) Shrimp & Groundfish Project (27%) and StewardFish (73%).

2019, FAO SLC started a process of improvement in administration and operational functioning. For instance, LoAs in the past were only considered once a month by office administration. In 2022, this is done on an ad hoc basis, i.e. immediately evaluated when received. A dedicated procurement administration team has been created, which focuses solely on procurement processes. The structural improvements made happened too late to impact the StewardFish project, but are currently giving results.<sup>36</sup>

162. While the preparation and approval of LoAs could take much time, these also proved very flexible, partners could be agile and support project activities as they saw best. New partners could be brought in relatively easy, as happened at the end of StewardFish with the two additional projects in Barbados and St. Vincent & Grenadines. The TE rates the quality of implementation as **Satisfactory**.

163. The Regional Project Steering Committee (RPSC) met seven times over the course of the project (see **Box 3**). Initially, the frequency of meeting was twice annually, however after the December 2019 meeting, the RPSC sought to meet every four months. It was agreed by all stakeholders interviewed that the RPSC was effective as the decision-making body of the project, maintaining strategic focus and keeping project execution on track. Members were very engaged and there was regular participation by representatives of the NFAs, NFOs, regional partners and FAO staff (SLC and HQ). Additionally, GEF Operational Focal Points were invited from the 2<sup>nd</sup> RPSC meeting onwards and those from several countries participated in some of the RPSC meetings. The only drawback mentioned by some of the FFO leaders was their preference for a time later in the day to convene the meetings, outside of their working hours.

**Box 3: RPSC and PTF meetings**

**RPSC meetings held:**

- 1<sup>st</sup>: 4 February 2019
- 2<sup>nd</sup>: 10 December 2019
- 3<sup>rd</sup>: 30 April 2020
- 4<sup>th</sup>: 13 August 2020
- 5<sup>th</sup>: 8 December 2020
- 6<sup>th</sup>: 5 May 2021
- 7<sup>th</sup>: 24 September 2021

**PTF meetings held:**

- 1<sup>st</sup>: 24 April 2020
- 2<sup>nd</sup>: 26 November 2020
- 3<sup>rd</sup>: 4 May 2021
- 4<sup>th</sup>: 17 September 2021

164. At each of its meetings, the RPSC reviewed progress reports, presented by the regional co-executing partners. Importantly, the meetings included discussions on project sustainability as it relates to storing, creating, updating, representing and distributing the knowledge generated for use, awareness and learning among and beyond the StewardFish countries. The RPSC endorsed the Annual Work Plan and Budget (AWP/B) for 2019, 2020 and 2021 (January – July) respectively at its 1<sup>st</sup>, 2<sup>nd</sup> and 5<sup>th</sup> meeting. It is to be noted that the AWP/B for January – July 2021 was an update of the revised AWP/B for 2020,

<sup>36</sup> In 2019, it was anticipated that the volume of projects handled by SLC would grow significantly: in the beginning of the 2018/19 biennium, the value of projects in the pipeline was US\$6.2 million, while for the 2022/23 biennium over US\$100 million is in the pipeline. In 2022, a dedicated International Procurement Officer (IPO) was added to the SLC staff (who also serves the wider FAO). This officer trained the administrative teams, assisted in their restructuring, and orchestrated the improvement of processes, enhancing efficiency. The following areas saw strengthening:

- i. Procurement workplans for 2022 were prepared and submitted for programmatic clearance, speeding up pertinent processes. The membership of the Local Procurement Committee (LPC) has been increased significantly. There are now 10 members, and meetings need just three participants to take place. Therefore, LPC meetings can now be held almost anytime.
- ii. Requisitions can now be initiated by support staff of the technical projects. In the past, only administrative staff could do so. The initiation of the procurement process by technical staff significantly reduces the time taken and improves the quality (since technical specifications and other required information can be entered from the start). The technical and procurement teams are much more collaborative now.
- iii. Long-term agreements with common service providers are being established, also improving efficiency.
- iv. A national administrative officer is being recruited and two more administrative posts are being opened, improving the SLC's ability to support the projects.
- v. There is also more focus on record keeping and a tracking form for co-financing was introduced.

since all activities were scheduled to be completed in 2020. By the 3<sup>rd</sup> RPSC meeting, GEF had agreed that all its projects would be granted an automatic 3-months extension due to COVID-19. The 6<sup>th</sup> RPSC meeting approved a further project extension to 30 September 2021. That meeting decided on re-allocation of underspent funds to specific activities.

165. The Project Task Force (PTF) of which the members included the LTO and FLO, met four times during project implementation (from April 2020 before each meeting of the RPSC). The PTF supported the RPC with technical advice and information exchange. It is to be noted that project partners were not directly familiar with the PTF's work and deliberations, although feedback from the meetings would have been considered in the execution of their respective activities as appropriate.
166. Based on the effective functioning of the RPSC and the solid supporting role that the PTF provided, the rating for Project Oversight is **Highly Satisfactory**.

#### **EQ22: Quality of management and delivery by executing agencies (GEF criterion E3)**

167. **Finding 19. Successful completion and delivery of project activities and outputs would not have been possible without the involvement of the regional executing agencies, which were instrumental in the project's success. They each showed a high quality of management and delivery of the outputs for which they were responsible.**
168. The project was executed by WECAFC and five other regional organisations. These are well-recognised and competent entities, with significant expertise, capability and experience in areas of relevance to the project as well as in collaboration with each other, with an excellent track record of delivery. It is important to note that all these partners, except CNFO, have been involved in the development of the CLME+ SAP as well as in its implementation under the CLME+ project. During the inception phase, most of the executing responsibilities were re-assigned from the participating countries to the regional partners with whom LoAs were subsequently negotiated. In addition, because of underbudgeting the cost of the Regional Project Coordinator (RPC), some of the activities that were initially planned to be handled by the PMU, such as the role of Capacity Development Specialist and the international consultants for institutional analysis, livelihood analysis, socio-economic and gender analysis, were incorporated in the respective LOAs of the regional partners. These were very strategic actions that helped to ensure satisfactory delivery in an efficient manner. Some of the partners also utilised the results of other projects and initiatives in which they were involved (e.g., use of the Organisational Strengthening Toolkit for Civil Society Organisations developed under the PISCES project, and training of mentors under the PISCES project by CANARI) for StewardFish or facilitated collaboration and synergies with other projects in which they have been involved (e.g., CERMES SSF gender project and EAF activities for StewardFish and CC4Fish).
169. Execution of their respective activities and delivery by all five regional partners was highly satisfactory including in terms of the quality of the tangible outputs such as reports and publications. Factors contributing to successful delivery, in addition to partners' experience and expertise, included: results-based management; effective and regular communication with FAO and among themselves (often utilising the monthly regional project partners check-ins to improve coordination and collaboration in project delivery); participatory planning of activities with beneficiaries; regular and detailed monitoring and reporting, aligned with the PIRs and PPRs; and transparent decision making and tackling problems in a collective manner. Partners readily adapted to the challenges posed by the pandemic, implementing appropriate measures to ensure that project activities could proceed. One such measure was coordinating the hiring of local

consultants, who could be called upon to provide in-country technical support to various activities. This was critical under the travel restrictions during the pandemic. These consultants were named fisherfolk mentors (CANARI), local coordinators (UWI-CERMES), or national consultants (CRFM). Eleven trainers were also trained by UWI-CIRP to provide ICT training to FFO leaders.

170. While regional partners received GEF funding for execution of activities, they also contributed a significant level of co-finance (31 % of the total co-financing delivered) to Stewardfish (see [section 3.5.3](#)). This demonstrated not only their commitment to the project but also contributed to successful delivery.
171. A major achievement by CNFO in collaboration with UWI-CERMES is the establishment and operationalisation of the virtual CLI. Importantly, the CLI has facilitated the delivery of a series of training courses and webinars by regional partners (CANARI, UWI-CERMES, UWI-CIRP) for fisherfolk and their organisations.
172. Some delay in the execution of activities was experienced because of the pandemic as well as by slow FAO administrative processes related to finalizing and revising LOAs and procurement (See [section 3.3](#)). Nevertheless, the regional partners took adaptive management actions to mitigate the impact of the delays as much as possible and assisted by the project extensions, were able to satisfactorily deliver their various outputs. With the engagement of stakeholders, timelines and budgets were modified continuously during the project and the implementation of activities was adapted as well, due to the unpredictability of the COVID-19 pandemic. There were components with series of pilot projects. The selection of countries and specific proposals for such projects followed processes, where opportunities materialised based on thorough analysis and learning obtained by the regional organisations.
173. The project benefited from some active GEF Operational Focus Points (OFP), in particular from Barbados, Guyana, Jamaica and St. Vincent & Grenadines, who had responsibility in oversight of StewardFish, as well as other GEF-funded projects. GEF OFPs endorse technical and financial reports and may intervene in a project when needed. The role of GEF OFPs is currently being increased, which is considered by some GEF OFPs a good development, but their available time is very limited and they often cannot keep up with all the GEF funded projects in their respective countries.<sup>37</sup>
174. The rating for the quality of project execution and delivery is **Highly Satisfactory**.

### **3.5.3 Financial management and mobilization of expected co-financing**

#### **EQ23 & EQ24: Implementation of financial management and materialization of co-financing (GEF criterion E4)**

175. **Finding 20. The financial management of the project was satisfactory and followed established procedures and requirements. No irregularities were evident. However, results-based financial reporting was not performed. Because of agile financial planning**

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<sup>37</sup> GEF has established a supportive mechanism for the OFPs in the region and conducts coordination meetings, including the OFPs, the Political Focal Points (PFPs), and the Multilateral Environmental Agreements (MEA) Focal Points. Pertinent issues are discussed at these meetings and information and best practices are shared. However, it is not clear if StewardFish was discussed through this mechanism.

**(the annual work plan and project budget were substantially modified several times), the project effectively adapted to the unpredictable context of COVID-19 and other challenges.**

176. **Finding 21. Co-financing contributions were generally consistent with initial commitments with 83% realised by 30 June 2021, when five of the seven countries and four of the five regional partners had delivered more than 80% of the co-financing pledged at CEO endorsement.**
177. The project budget that was drawn up during project preparation, was substantially changed at various stages of the project. **Table 4** presents the original administrative budget (2018) and the final administrative budget, endorsed at the RPSC meeting in May 2021. The project's inception workshop (Barbados, 13-14 September 2018) re-allocated the budget allocations provided to the participating governments to the budgets of the regional partners. These also included the cost for pilot projects that were to be implemented in their countries.
178. At the start of the project, it had become clear that the positions of both the Project Coordinator and the Capacity Development Specialist were significantly underbudgeted, due to the cost of residency in Barbados. Therefore, the post of Capacity Development Specialist was merged with that of the Project Coordinator and integrated into the duties of the regional partners. Similarly, the posts for three international consultants, respectively regarding institutional analysis, livelihood analysis and socio-economic & gender analysis, as well as for four resource persons, were absorbed by the regional partners which had the relevant expertise and interest in delivering, in keeping with the decision of the inception workshop.
179. As such, the budget underwent important shifts in allocated resources. Further, the budgets of the regional partners were adjusted several times, following the needs of the project under various levels of COVID-19 restrictions (see **Table 3** on the modifications in the LoAs). The amount of GEF funding committed through regional partners increased from US\$340k (19%, prodoc) to approximately US\$704k (40%, budget 2019) to US\$919k (52%, budget 2021). An advantage of using LoAs for contracting executing agencies was that the project could switch money from one to another partner. Direct execution is more restricted and would have slowed down the project more.
180. Due to the COVID-19 pandemic, a significant level of funding allocated to face-to-face workshops and meetings, as well as international travel could not be spent. Therefore, in the final phase of the project, local partners were contracted to execute additional activities. Two new partners were approved, the Central Fish Processors Association in Barbados (CFPA) for a project worth US\$47,400, and the St. Vincent and the Grenadines National Fisherfolk Organization (SVGNFO) together with the Department of Fisheries for a project of US\$149,150. As such, the total amount of GEF funding allocated to partners rose from 19% (allocations for regional partners in the prodoc) to approximately 63% of GEF budget (US\$1,116k).
181. The project duration was extended for administrative purposes to 31 March 2022 to allow for full financial reporting and administrative closure. In particular the purchase of ICT equipment, to be provided to FFOs, was not concluded timely. This procurement was done by FAO and the expenditure per 31 December 2021 was US\$56,812.

**Table 4. Summarized budgets (beginning and end of project) and cumulative spending per 31 Dec 2021.**

	Original Budget (US\$) (Prodoc)	Final approved budget (US\$)	Spending per 31/12/21 (US\$)
<b>GEF Contribution</b>			
<b>Subcontracts:</b>			
CANARI	70,000	383,500	383,500
CNFO	100,000	94,920	94,920
CRFM	70,000	94,985	94,985
UWI-CERMES	100,000	296,005	296,005
UWI-CIRP	0	49,588	49,588
Antigua & Barbuda	92,000	0	0
Barbados	92,000	0	0
Belize	92,000	0	0
Guyana	92,000	0	0
Jamaica	92,000	0	0
Saint Lucia	92,000	0	0
St. Vincent & Grenadines	92,000	0	0
<b>ICT Hardware &amp; software</b>	50,000	50,000	56,812
<b>Evaluation and reporting</b>	111,550	111,550	0
<b>PMC:</b>			
Professional staff	84,594	161,499	0
International Consultants	245,372	247,095	510,998
Travel	166,249	112,107	37,521
Training	17,580	17,580	7,184
General Operating Expenses & Contingencies	117,139	47,653	262
Additional project activities BAR & SVG	0	196,550	149,216
Adjustment		-86,549	
<b>TOTAL</b>	<b>1,776,484</b>	<b>1,776,483</b>	<b>1,680,991</b>

182. Financial reports were prepared annually and total annual expenditures were included in the three PIRs that were prepared during the project implementation. In addition, each country and regional partner reported its cash and in-kind co-finance contributions. Financial risk assessments of partners or countries (fiduciary assessments) were not done at inception. This was not considered necessary since FAO had previously worked with the project partners and deemed them of low-risk.

183. FAO is in the process of introducing Results-Based Budgeting (RBB) and Financial Reporting. Although RBB was done, Results-Based Financial reporting was not evident. The evaluator prepared a results-based financial report as much as feasible, using limited data, as presented in [Appendix 9](#). The spending per 31 December 2021 is reflected both in [Table 4](#) and [Appendix 9](#).

#### 184. The realisation of cash and in-kind co-financing per

**30 June 2021** is presented in [Appendix 8](#). By that date, already US\$5,916,997 (83%) was delivered. The NFAs and the regional partners administered their co-financing contribution to the project and reported it to FAO. The countries which were lower than 80% delivery are Antigua and Barbuda (32%) and Barbados (70%). Among the regional partners, only FAO/WECAFC ran behind with just 21% of the co-financing realised by 30 June 2021. However, the end-of-project status of co-financing is not as yet know, but is expected to be higher.

185. Financial management adapted well to the unpredictable situation and budgets were adequately modified to ensure that activities were on-track and results achieved. There were no irregularities in financial management observed. The level of co-financing fell short by 17%, according to data received but co-financing is expected to be higher in the final financial report, based on activities carried out after 30 June 2021. However, results-based financial reporting was not fully achieved. Therefore, the rating for Financial Management and Co-Financing is **Satisfactory**.

### 3.5.4 Partnerships, stakeholder engagement and ownership of results

#### EQ25: Involvement of additional actors (GEF criterion E5)

186. **Finding 22. Strategic partnerships and stakeholder engagement and collaboration during implementation were excellent and instrumental in the achievement of project outputs and outcomes. Adoption of a highly participatory approach in which the needs and capacity of the key beneficiaries were considered, resulted in high level of ownership of the project and its results among stakeholders.**
187. The successful implementation of StewardFish was highly dependent on its participatory approach, involving a network of stakeholders at the local, national and regional levels. The NFAs and the umbrella FFOs in the seven participating countries, the regional partners and FAO were closely involved in participatory planning, including during the project inception meeting held in September 2018 and in execution of activities. GEF OFPs actively participated in the RPSC meetings. The participating countries were selected based on their interest at time of project design, as well as their institutional arrangements. In an effort to promote NICs or FACs, other sectors and lead agencies in the participating countries were approached by UWI-CERMES and CANARI, such as the tourism sector, agencies responsible for environment, disaster management, economic and industrial development, social welfare, etc. Some of these participated in the institutional and organisational analysis validation workshops.
188. There was a rich network of actors/participants although the involvement of some was limited to only certain activities such as attendance of meetings and workshops. Stepping stones were laid for their engagement in the future. 53 fisheries-related state agencies (including the seven NFAs) were involved in the institutional and organisational analysis validation workshops/webinars in the seven project countries. Important to note that FFOs and fishers from some non-partner countries also benefitted from the training exercises (thanks to the virtual approach that facilitated greater number of individuals to join at little or no additional cost) and StewardFish FFOs participated in meetings of FACs and NICs. Other actors included representatives from trade related inter-governmental organisations, private sector and academic institutions.
189. The project partnerships were appropriate, very strategic and functional, as described in [section 3.5.2](#). The group of regional partners that was involved from the project's inception (CANARI, CNFO, CRFM, UWI-CERMES and WECAFC), was expanded with UWI-CIRP. The seven national FFOs from the participating countries are all members of the CNFO. The NFAs and FFOs (including a women seafood processing association in Barbados) in the participating countries worked closely with these regional organisations. The project included a number of specific activities to promote women leadership (see [section 3.6.1](#)) and the engagement of youth was also encouraged, e.g. through pertinent fishers' profiles. There was no need for particular attention for indigenous people engagement. Throughout implementation, there was close networking and pooling of knowledge and capacity among partners, which contributed to efficient execution.
190. There were gaps in the involvement of NFOs and FFOs at project document preparation. However, they became involved during the inception workshop in September 2018. Their inputs were valuable, in particular regarding issues such as the need to spread activities over time (in light of the engagement of volunteers which tend to only be available during non-business hours) and the diversity of needs of fisherfolk organisations in the various countries. Larger umbrella organisations (such as the JFCU in Jamaica) do have different organisational needs than small NFOs, which again are different for the primary FFOs. Nevertheless, these issues were discussed in a later phase during the RPSC meetings, which were open to representatives of the NFAs, NFOs,

regional partners and FAO staff (SLC and HQ). Also, pilot projects offered customised interventions, designed and carried out by FFOs and NFAs themselves.

191. The NFAs supported the project well and did not encounter political blockages. Fisherfolk, including women, have taken ownership of pertinent results and institutional support for continuation is likely (see [section 3.4, EQ14 & EQ17](#)). It remains difficult to sufficiently engage youth in FFO leadership (see [section 3.6.1](#)). The level of beneficiary ownership of the project and its results was significant, thanks to the highly participatory, bottom-up approach and attention paid to the needs and capacities of the beneficiaries. Project partnerships, stakeholder engagement and ownership are rated as **Highly Satisfactory**.

### 3.5.5 Communication, knowledge management and knowledge products

#### **EQ26, EQ27 & EQ28: Knowledge management, knowledge products and continuity of data and information accessibility post-project. (GEF criterion E6)**

192. **Finding 23. The project generated a wide range of high-quality knowledge and communication products that were shared through partners' websites and social media and efforts are being made by FAO SLC to make the publications accessible through a central regional online platform. However, accessibility to and the technical level of some of the documents are a challenge for most fisherfolk and there is need for more products that are targeted to specific non-technical audiences.**
193. There was no project communication and knowledge management (KM) strategy, nor provisions for a communication and KM dedicated officer, although communication was covered in the project under Outcomes 4.1 and 2.1. The prodoc describes that the project would make use of the communication and visibility mechanisms of partners at regional and national level. The regional partners published and distributed the knowledge, information and awareness products and incorporated them into their PM&E systems. They also included news about the project in their media and network communication. While the partners' respective websites and newsletters etc. were effective mechanisms to disseminate project information, this caused information dissemination to be fragmented. Although repositories were established at CNFO and through the CLME+ Hub, a harmonised information dissemination approach established from the start would have been more effective and efficient.
194. The StewardFish project produced a significant number of: (a) technical reports, (b) project reports (PIRs and PPRs), (c) manuals and training materials, and (d) communication and visibility products. When final documents became available, the PMU shared them with NFAs, NFOs and the CNFO. The technical reports were produced by the regional partners and consultants<sup>38</sup> and shared with other regional partners and FAO, members of the RPSC and the GEF OFPs. A sample of the manuals and training materials was shared with the evaluation team via SharePoint. Finally, several series of communication materials and visibility products were produced. The communication and visibility products included: Livelihood Profiles, project briefs (e.g. 2-pagers on leadership and gender), profiles of fisherfolk, Wednesday women in fisheries features, Friday fisher features, two issues of a StewardFish newsletter, a StewardFish brochure and flyer. The list of documents consulted by the evaluators is attached as **Appendix 3**.
195. Valuable knowledge products include reports on lessons learned from StewardFish as well as past projects. For example, CANARI collected and published information on lessons learned from past

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<sup>38</sup> Usually, technical reports and suitable /appropriate communication products were identified within the LoAs with the respective regional executing partners.

fisheries-related livelihoods and socio-economic projects in the Caribbean. UWI-CERMES produced some specific publications on lessons learned related to use of ICT, communication in NICs, as well as a compilation of best practices across all components of StewardFish.

196. FFO leaders and fisherfolk interviewed expressed appreciation for the communication and visibility products and the opportunity for information sharing through these. However, there was some concern that the technical level of some of the information was inappropriate for fisherfolk (not reader friendly) and documents not easily accessible. The PMU monitored if a technical report submitted could be challenging to the target audience, and would bring this to the attention of the regional partner so that a suitable communication product would be prepared and disseminated. But although UWI-CERMES and CANARI produced communication products for specific target audiences such as FFO leaders and fisherfolk, not all the substantive reports produced were adapted sufficiently. The fisherfolk do not have adequate time to read extensive reports and mostly access them on mobile telephones, which are most commonly used by FFO leaders and fishers to access information. Of note is that the CNFO Code of Conduct was well-read by FFO leaders. Social media, such as Facebook, Instagram and WhatsApp were considered effective means of communication. It is expected that the WhatsApp groups that were started under the project, will continue. A social media campaign on EAF was conducted by UWI-CERMES. Articles on the project were published in national newspapers e.g. Belize San Pedro Sun, Guyana Chronicle and Jamaica Gleaner.
197. Some respondents revealed that there is limited communication and sharing of information between NFAs with FFOs, which needs considerable improvement. Most NFAs do not have a communication officer on staff. However, information is verbally communicated including by extension officers at the landing sites. The institutional strengthening pilot projects conducted with CRFM addressed some of the communication gaps between NFAs and FFOs. The use of virtual communication platforms during the pandemic was critical for the execution of activities (without these platforms the project might not have been able to continue as it was originally envisaged). Nevertheless, virtual communication also had its drawbacks, for example, demonstration of on-the-ground activities/benefits, development of interpersonal interactions, keeping fisherfolk engaged.
198. All the regional partners have uploaded project reports on their websites. CNFO, which is the hub for Caribbean fisherfolk, is also a document repository and communication platform, as is the CLME+ Hub ([www.clmeplus.org](http://www.clmeplus.org)) where the PMU undertook to upload all products of the project. However, at the time of writing this report (April 2022), there was limited availability of project documentation on these websites. Another platform for sharing of knowledge and experiences for GEF IW projects is IW:LEARN (<https://iwlearn.net>) but so far only the Stewardfish project document is available on this website. In September 2021, the PMU convened a project results-sharing event to which all partners and key stakeholders were invited. The PMU updated the WECAFC SharePoint on an ongoing basis and all project documentation is now stored there, which is accessible by all project partners. In the last year of the project, the RPSC agreed that some of the underspent funds could be used to support knowledge management but this was not implemented. An attempt had been made to have the three PMUs in SLC share the communication function, but it proved difficult to share an officer among the projects because of administrative issues.
199. However, towards the end of the project delivery, the PMU prepared two draft communication products: CNFO Learning Institute, and Regional Partners Check-in. Further, recently, SLC got approval to establish a Caribbean FAO sub-regional website, which is expected to give more visibility and help with communication and knowledge management. The regional office is also

restructuring its communication function to be more integrated across staff and in support of the project teams. This also aims to foster and disseminate lessons learned. This TE assesses the area of knowledge management, communication and knowledge products as **Satisfactory**.

## 3.6 Cross-cutting concerns

### 3.6.1 Gender

#### EQ30: Gender targeting and mainstreaming (GEF criterion F1)

200. **Finding 24. Under StewardFish, gender equality gaps and considerations in fisheries industry leadership were researched and analysed and first steps towards mainstreaming gender were set. Capacity for gender analysis was increased in four countries. However, sustainable change will depend on the continuation of these efforts in future and translating the gender studies/analysis into actions and mainstreaming gender into policy and management decision making.**
201. StewardsFish sought to promote women's empowerment through strengthening their participation in leadership and decision-making and researching the role of women in the value chains for sustainable livelihoods. The project was expected to "facilitate gender mainstreaming and support for young people." CNFO maintains a database of primary and umbrella FFOs, which recorded at the outset of the project 131 groups across 16 countries. Of 48 FFOs across twelve countries for which sex-disaggregated data on leaders were available, 45 were led by men and only three by women. Representation of women on the boards of fisherfolk organizations (association or cooperative) was also surpassed by men six times over – 236 male board members versus 40 female board members for 44 of the FFOs across the same twelve countries for which sex-disaggregated data were recorded.
202. Gender disaggregated data for completed activities are provided in the results framework, attached as **Appendix 6** to this report. Gender dimensions were integrated in the majority of the project activities and UWI-CERMES coordinated the conduct of a gender analysis in four pilot countries (Barbados, Guyana, Jamaica and St. Vincent & Grenadines). The gender analysis process started off with "Meet and Greet" sessions, held on-line or through combining on-line and in-person meetings. Experienced in-country gender analysis coordinators were recruited who actively promoted the sessions and assisted persons to participate. CNFO also actively promoted the sessions by distributing invitations to their network members. Introduction to gender issues was done remotely through slide shows and exercises. In the four countries there were a total of 125 participants in the Meet and Greet and gender analysis<sup>39</sup> sessions, a higher-than-expected number. These meetings targeted a 40% women/60% men ratio. This ratio was achieved in Jamaica, but in Barbados, the participation of women was over target (of note is that Barbados already boasted a significant level of female leadership among FFOs), while in Guyana and St. Vincent & Grenadines the participation of men was over target.
203. For Component 2, the target was to engage 40 FFO leaders of which 15 women in EAF activities. This was exceeded: 35 FFO leaders in 4 countries were engaged in EAF pilot projects (29% women), but the data of one additional country had not been received, making it likely that the target of 40 leaders was exceeded. Additionally, 176 fisherfolk and stakeholder representatives participated in EAF training workshops (47% women) and 16 CNFO leaders (19% women)

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<sup>39</sup> The gender analysis workshops were combined with training and mainstreaming under the CERMES-led "SSF gender project -Implementing gender aspects within the Small-Scale Fisheries (SSF)" Guidelines and the protocol to the Caribbean Community Common Fisheries Policy (CCCFP) for securing SSF (implemented by GIFT).

participated in the development of the Regional Code of Conduct for Caribbean Fisheries. Gender dis-aggregated data for components 3 and 4 were not collected.

204. In light of COVID-19, an adapted model for primary data collection was designed for the gender analysis process. Originally several focus groups were to be conducted in each country; these were replaced by two on-line focus groups at regional level (one for women, the other for men). Further, group interviews were conducted with primary or national FFO leaders (two FFOs in each of the four countries). Data top-ups were provided to participants, since most would join the sessions from a mobile phone without wireless internet access. The resulting eight case studies, which were built around specific events, formed a valuable knowledge base for the identification of localised capacity gaps among men and women, and including youth, in relation to fisherfolk leadership. The case studies focused on leadership/decision-making (specifically patterns of power and decision-making); gender-based rights and participation (specifically participation of women and youth as leaders in fisherfolk organisations); governance (examining the influence of gender and gender relations on leadership); and gender-based education and assets (examining capacity for leadership). The case studies also informed the development of leadership training, specifically for women and youth (both male and female). Training subjects included navigating leadership, proposal writing and mobilisation of resources, project management, integrating gender aspects. The training helped the CFFPA, an all-female post-harvest fisherfolk organisation in Barbados, to articulate a proposal for a project to supplement their livelihoods by processing fish waste (silage). The project proposal was funded by FAO in the final phase of StewardFish, which generated confidence and empowerment.
205. There was a genuine interest in the topic of gender in fisheries among fisherfolk leaders in the countries. During the group interviews, both men and women emphasised the need to encourage women as well as the younger generation into the fishing industry. They were aware of typical leadership profiles in which women tend to assume supportive administrative roles (for instance secretary) and shy away from roles such as president (CERMES 2020b). The number of women in leadership positions increased in some cases. During the AGM of the GNFO, two women were elected for the first time to executive positions, reportedly as a result of the StewardFish gender activities.
206. Regarding EAF, the raising consciousness on gender issues was supported by 1-page social media products, which were disseminated by WhatsApp and other platforms. In collaboration with the "Gender in Fisheries Team" (GIFT), an ongoing effort, UWI-CERMES conducted the "Wednesday Women" campaign, which produced 10 profiles of women fishers. In parallel, 13 profiles of male fishers were published as "Friday Fishers." Both the "Wednesday Women" and "Friday Fishers" campaigns emphasised EAF and CANARI used the information to prepare longer fishers' profiles.
207. The CNFO Leadership Institute was significant for boosting the confidence of women in leadership, through incorporating gender dimensions in its training efforts. Over the courses provided between October 2020 and May 2021, there was a 58% participation of women, versus 42% of men. UWI-CERMES utilized the CLI platform to conduct three women and youth specific training sessions, covering different topics including developing gender responsive proposals and mainstreaming gender in project management. The rating for gender targeting and mainstreaming is **Highly Satisfactory**.

### **3.6.2 Minority groups, including indigenous peoples, disadvantaged, vulnerable and people with disabilities, and youth**

#### **EQ31: Integration of human rights issues (GEF criterion F2)**

208. **Finding 25. StewardFish applied a general human rights approach, emphasising the full participation of all members of FFOs including vulnerable and marginalised people, with a focus on gender and attention to youth involvement.**
209. The project was inclusive towards the people involved in the fisheries industry, members of primary FFO groups in rural areas, as well as national NFO representatives. A range of age groups were also covered: the majority of FFO leaders are well over 45 years old and the entire industry is aging. FFOs have expressed a need to engage younger people, who often display little interest being involved in the fishing industry. As an example, primary FFO groups in Jamaica make special efforts to engage youth in research as well as in training activities. The Rio Nuevo/Steward Town Fisherfolk Association (Jamaica) has a few young men among its members, but there is a perception that they are not sufficiently dedicated to undertaking leadership roles. One member attributed this perceived lack of interest to the seasonality of fishing: during the fishing season, there are “a number of young people on the scene”, but when the season is over, they do not have interest in participating in the organisation. However, it is recognised that youth should be encouraged to engage in fisherfolk organisations and networks, as they tend to motivate each other to participate.
210. The Regional Code of Conduct for Caribbean Fisheries 2020-2025, developed under StewardFish is guided by EAF and emphasises commitment to gender equality in its Article IV, and youth participation in SSF in its Article V.
211. The project promoted gender mainstreaming through capacity building, as described before. Gender analysis case studies included experiences in rural fishing communities such as Manchioneal and Rio Nuevo/Stewart Town in Jamaica, Calliaqua in St. Vincent, East Berbice Corentyne and Upper Corentyne in Guyana. There is no specific involvement of indigenous people in StewardFish beyond where they are part of the general fisherfolk population. This TE assesses the integration of human rights issues as **Satisfactory**.

### 3.6.3 Environmental and social safeguards

#### EQ32: Integration of environmental and social safeguards (ESS) (GEF criterion F3)

212. **Finding 26. The project, considering its focus on EAF, takes environmental and social concerns fully into account, both in its design and implementation.**
213. The StewardFish project at CEO endorsement was classified as a project with low environmental and social risk, given its focus on ecosystem stewardship. This classification did not change during the project. The PIR states that no grievances were received as per FAO and GEF ESS policies.
214. A full Social and Environmental Analysis Report was prepared during the design of the project. It recognises that stakeholder engagement is a key feature of the project, both the use of existing national and regional institutional arrangements. It was expected that individual male and female members would have access to the project through these networks.
215. StewardFish promotes responsible and sustainable fisheries, in particular through its component 2. It promotes the equal participation of women and men in FFOs and decision-making processes. The project adheres to FAO’s guidance on decent rural employment and promotes social protection. Altogether, environmental and social concerns were, as a matter of course, central in both the design and implementation of the project. The project did not cause any harm to the environment or to any stakeholder. This criterion is rated as **Highly Satisfactory**.



## 4. Conclusions and recommendations

### 4.1 Conclusions

#### Relevance

216. **Conclusion 1: The project was very relevant to GEF, FAO, the project countries as well as consistent with the environment and development priorities of the region.** The project objective, 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, was well-aligned with an important identified need in the region and was consistent with EAF principles. It was welcomed by executing partners as well as beneficiaries, who displayed a high level of readiness to commence the project. There were some weaknesses in project design, where some of the outcomes were too ambitious, indicators and targets were not always appropriate and some of the outputs did not contribute towards the outcomes. Nevertheless, the activities were considered relevant by the beneficiaries.

#### Effectiveness

217. **Conclusion 2: The project was effective in achieving the planned outputs. Although most of the interventions were suited to achieve the results sought, some of the outcomes relating to livelihoods balancing development with conservation, and good governance and learning institutionalised among FFOs, were too ambitious in light of the outputs achieved.** The project strengthened FFO and NFA capacity in several areas, but their capacity strengthening will require more than one three-year project. However, the project laid a solid foundation for continuation of institutional strengthening in future. Launching the CNFO Leadership Institute filled an important need in the region and is one of the most important achievements of StewardFish. FFO leaders did become empowered and their resilience to environmental degradation and climate change impacts was strengthened by the project. The impact of StewardFish is expected to grow over time, since various issues are based on awareness, learning and behaviour/ attitude. (Recommendation #1)

#### Efficiency

218. **Conclusion 3: The project provided good value for money and managed to re-allocate resources timely for maximum results.** Under challenging circumstances, the project was implemented efficiently and allowed for the necessary transformative processes to gain momentum; however, it was extended three times. The project adapted well to factors outside its control such as the pandemic and administrative hurdles in FAO and the countries, reducing their potential impacts on efficiency and delivery. Among other factors contributing to efficiency were the comparative advantage of FAO as both the implementing and executing agency, strategic partnerships with competent regional organisations, and synergies with other projects. Additionally, not having LoAs with the countries and having co-executing partners disburse funds (microgrants) contributed to efficiency.

#### Sustainability

219. **Conclusion 4: It is likely that the benefits of the project will be sustained, since the project has left a significant legacy and many capacity strengthening processes are self-reinforcing and are likely to be incorporated in follow-up activities of national and regional partners.** A transformational mind shift has been initiated on EAF, ecosystem stewardship and gender

awareness, as well recognition of the need for institutional strengthening. Anchoring the project within a politically-endorsed, long-term regional programme (such as the CLME+ SAP) has provided a mechanism to support sustainability and progress towards impact. StewardFish was coherent with other intergovernmental efforts and there are opportunities for the regional partners to continue pertinent activities. The potential for scaling up and replication is high, because of the knowledge that was generated and tools produced, strengthened stakeholder capacity and awareness, and importantly the strengthened institutional landscape. The NFAs and regional partners will be critical in sustaining the results and interventions by mainstreaming/embedding them into their respective work programmes and projects, and mobilizing additional financial resources. There are significant financial risks, but there are potential opportunities and mechanisms to reduce that risk. (Recommendation #2)

### Factors affecting performance

220. **Conclusion 5: The project actively engaged a variety of stakeholders. The collaboration and networking between the co-executing partners, NFAs and FFOs were instrumental and crucial in the project's achievement.** The project actively engaged other stakeholders as well, such as other government entities and the GEF OFPs of participating countries, which also contributed to the project's success as well as its sustainability in the future. The engagement of FFOs in NICs and FACs was not increased significantly during the project period. However, in Barbados, Belize, Guyana and Jamaica these mechanisms contributed to increased information exchange between authorities and FFOs. In Barbados, the NFO became more engaged in PM&E through the FAC meetings.<sup>40</sup> Finally, the results and experiences of complementary projects were also utilised. (Recommendation #3)
221. **Conclusion 6: A great amount of knowledge and information was produced which can be useful inputs into fisheries management and future interventions.** However, during the implementation of the project, the use of these products was not maximised. The project lacked a communication and knowledge management strategy, a dedicated KM officer and a central platform. Additionally, many products need to be adapted to use by fisherfolk. After the project, the knowledge management may be continued by FAO, which is establishing a dedicated website. (Recommendation #4)
222. **Conclusion 7: Financial management was efficient and highly adaptive to unforeseen events and circumstances, but financial reporting was disengaged from the results-based budgeting performed, which prevented the evaluation of spending across the project activities.** Having the co-executing agencies provide microgrants to the FFOs and NFAs rather than initiating LoAs between FAO and the participating countries was effective and an innovative approach. The financial commitment by the project partners was high, as co-finance was reportedly materialised at a high level (83% on 30 June 2021). (Recommendation #5)

### Cross cutting concerns

223. **Conclusion 8: The project has made a significant contribution to knowledge about gender in fisheries in the countries, raised stakeholder awareness and initiated momentum towards transformations regarding the role of women in the fisheries value chain and in leadership.** Capacity of in-country coordinators was strengthened for conducting gender analyses, and this capacity can be further developed to build a core group of gender "practitioners" in the region. These and other relevant project achievements constitute a strong foundation for mainstreaming

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<sup>40</sup> The workshop facilitators reported on the outcomes of the NIC 2-day virtual workshop/ webinar. These outcomes were specific to the plenary discussions held among the workshop participants during the zoom break-out rooms and main room sessions.

gender and improving women's participation in leadership and decision making in the future. Greater effort is needed to mainstream gender, which is the ultimate goal. (Recommendation #6)

## 4.2 Recommendations

### To Regional Organizations:

224. **Recommendation 1: CNFO and UWI-CERMES should investigate the possibility of certification for courses provided by the CNFO Leadership Institute (CLI) and CLI's capacity should be strengthened including through formalised partnerships with other regional organisations to use it as a platform to deliver training to fisherfolk.** Certification may be based on accreditation through short courses at UWI or through direct liaisons with vocational training institutions in the region. CNFO should also ensure that CLI develops its own training materials and teaching capacity. It should consolidate its approaches to effectively work with fishers and create the critical mass for 'transformation' towards better leadership and EAF. In order to support the effectiveness of virtual sessions, continuing training for fishers on ICT issues should be incorporated in the curriculum.
225. **Recommendation 2: The regional organisations that co-executed StewardFish should investigate and scout opportunities to continue engaging the FFOs in organisational development and leadership building and ecosystem stewardship,** in order to strengthen them further for participation in governance and implementation of EAF initiatives. There are many elements of StewardFish which provide a ready basis for follow-up activities, both at regional as well as national levels. These organisations also should continue to engage with fisherfolk and sustain benefits achieved or else they quickly lose interest and may not readily participate in the next project.

### To FAO/SLC, Regional Organisations and National Governments:

226. **Recommendation 3: Continue to promote the engagement of inter-sectoral stakeholders in EAF and fisheries management through supporting the strengthening of NICs and FACs.** Stakeholders besides the NFAs engaged in marine issues or issues relating to fishers (e.g. labour, social, security ministries because of spill-over effects) should become more purposefully involved. This could impact on fisheries industry issues such as better jobs, more decent jobs, access to insurance, security of person and property, and specially managed marine and coastal areas.
227. **Recommendation 4: Mobilise staff resources to use the wealth of studies produced, tools and experiences to maximise the utilisation of knowledge. Disseminate the products to additional audiences, with a view on GEF-8 (which will have a focus on SIDS).** Case studies on institutional change, as documented, should be carried out, capturing the stories of the processes and demonstrating learning and best practices. The tools developed should be tested in additional countries, including beyond the Caribbean (other SIDS regions), as well as with other FFOs in the project countries. Opportunities for scaling up results of the interventions should be investigated. New projects' budgets should adequately cover a communication and knowledge management expert from project start, as well as publication and dissemination of knowledge products. Efforts to widely disseminate results in a timely manner should be strengthened, through appropriate means, including a central online platform; and knowledge products should be adapted to key audiences, especially fisherfolk and NFAs.

**To FAO at large:**

228. **Recommendation 5: FAO should introduce Results-Based financial reporting for the projects it implements.** Results-based budgeting and financial reporting is more and more required by institutions and projects because it improves management of development results. For StewardFish, results-based budgeting was introduced but results-based financial reporting was not applied. Progress towards results-based financial reporting should be made in collaboration with the implementing partners.

**To FAO/SLC:**

229. **Recommendation 6: In future institutional and project programming activities, build on the foundation laid by StewardFish in gender analysis and the processes initiated to empower women engaged in the fisheries industry.** The products of StewardFish can help to enhance focus on gender in small-scale fisheries in new projects, improve in-depth gender analysis and contribute to mainstreaming gender through policies and actions. Appropriate issues that could be included in future activities from a gender perspective include governance, leadership, capacity development, building trust between fishers and with the authorities, and livelihood. Projects should engage on women empowerment with appropriate government ministries and agencies, NGOs, CBOs and academic institutions.

## 5. Lessons learned

230. StewardFish produced several methods and approaches that can be considered good practices and lessons learned, experiences which are valuable for incorporation into future programming. It is expected that these can be used as guidance for promoting and developing organisational capacity within the context of stewardship for small-scale fisheries, not only in the seven participating project countries, but across the CLME+ region. The key lessons learned and good practices are listed here under specific categories, in keeping with GEF instructions. Under the project, based on its experiences and learning, UWI-CERMES<sup>41</sup> produced a publication which detailed Lessons Learned and Good Practices at the output level.
231. **Lesson 1 regarding Project Management (including financial and human resources issues). It is strategic and effective to have competent regional partners executing most interventions of a project within a collaborative framework.** It is also efficient when these partners are responsible for the disbursement of project funds (e.g., through microgrants) to project beneficiaries at the national level. This method helps to circumvent some of the potential issues that can arise from countries' internal administrative procedures and provide an additional level of technical support.
232. **Lesson 2 regarding Project Management (coordination among partners). Regular check-in meetings of the executing partners proved to be an excellent mechanism for coordination in times of unpredictability.** Coordination was vital in StewardFish, a project spread over multiple countries, with multiple co-executing partners and with many activities targeting a specific limited audience (the NFOs or lead primary fishers' organisation) in a short time period. Due to the COVID-19 pandemic, the regional partners jointly employed local activities coordinators and sought additional synergies in implementing the project activities. The monthly partners check-in meetings, which complemented the less regular PSC meetings, proved to be a valuable mechanism to facilitate coordination among the partners.
233. **Lesson 3 regarding Project Management (execution arrangements). LoAs between FAO and the regional partners provided an important level of flexibility and supported agile project management.** Due to the outbreak of the COVID-19 pandemic, and to a lesser extent the shock of the volcanic eruption in St. Vincent, the project interventions and methodologies for their implementation had to be modified significantly. The LoAs proved flexible, allowing for agile management between the partners, and re-allocation of financial resources where needed. On the other hand, revision of LoAs was sometimes drawn out and caused delays. Having institutional partners who are able to continue the work while LoAs are being revised is very strategic.
234. **Lesson 4 regarding Integrated Approaches (diversity of fisherfolk needs and capacities). For a project to empower fisherfolk and build their leadership skills, it must be recognized that their needs, vulnerabilities and capacities vary and project objectives and activities must be tailored accordingly.** Equally, the diversity of actors and supporting networks must be embraced.
235. **Lesson 5 regarding Stakeholder Engagement (fisherfolk engagement using virtual means). Fisherfolk can be motivated to learn to master the needed communication technology skills to participate in on-line delivery of project activities, but on-the-ground activities and**

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<sup>41</sup> Compton, S. 2021. A compilation of best practices and lessons learned across all components of the StewardFish Project. *Developing Organisational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-scale Fisheries (StewardFish) project. Project Report to FAO. 29 pp.*

**physical presence of project personal are also essential since some activities and outputs cannot be achieved through virtual means.** Virtual sessions need thorough planning and preparation and in-country liaisons/coordinators are key for their successful implementation. The local coordinators play an important (at time crucial) role in mobilising the fisherfolk and assist in their optimum participation in online sessions. Engagement with fishers must be frequent and continuous and incentives help to keep them involved to ensure uptake of new practices and promote development of new behaviours. While virtual engagement was necessary due to COVID-19 restrictions, it cannot replace in-person engagement with fishers and their communities who may not have access to or be comfortable with virtual platforms or when activities involve practical on-the-ground actions such as pilot projects on ecosystem stewardship and EAF.

236. **Lesson 6 regarding Local Community Participation (incentives). Pilot projects proved a useful support to larger interventions and objectives.** Fisherfolk are more likely to be interested in involvement in projects which demonstrate tangible benefits for the fishing communities and industry. Conducting on-the-ground activities and providing tangible benefits for local fisher' communities help build satisfaction and sustainability. The series of individual pilot projects were tools for effecting specific localised interventions, generate learning and implement capacity building at the same time.
237. **Lesson 7 regarding Risk Management. Flexibility in project design, execution, and management approach is crucial to increase preparedness and adaptability for unforeseen extreme events, circumstances and crises.** The StewardFish regional executing partners were flexible and adaptive, could build synergies and at times, take over tasks from each other. Also, the fact that FAO and the RPSC allowed the many adjustments as long as they did not change the project objective, greatly assisted in achieving satisfactory project delivery.
238. **Lesson 8 regarding Monitoring & Evaluation. It is useful to reflect on the Logframe of the project around mid-term, in particular its indicators and assumptions/risks and make amendments if needed, even if an MTE is not required.** The project would have benefited from an internal exercise to review the project's logical framework.

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### **Bibliography**

*[A bibliography may contain separate additional material used for the writing of the publication, but not directly cited in the text, as well as further reading. See sample list below.]*

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*[A References section contains only the works cited in the main text. Only include documents accessible to all. No internal documents!!*

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## **Appendices**

*[The appendices form part of the report and should include any material that is essential to understanding the main report and directly referred to in the report (e.g. an evaluation matrix, a list of projects, a short summary of field research).]*

## Appendix 1. GEF Evaluation Criteria Rating Table

GEF criteria/sub-criteria	Rating <sup>42</sup>	Summary comments
<b>A. STRATEGIC RELEVANCE</b>		
A1. Overall strategic relevance	<b>HS</b>	<b>Section 3.1:</b> The project is highly relevant to the participating countries, the region and internationally and is aligned well to GEF and FAO priorities. Its complementarity with other interventions and services was high.
A1.1. Alignment with GEF and FAO strategic priorities	<b>HS</b>	<b>Section 3.1:</b> The project provides inputs to GEF International Waters, among others in the areas of stakeholder engagement, gender and knowledge management. It also responds to the FAO Strategic Framework.
A1.2. Relevance to national, regional and global priorities and beneficiary needs	<b>HS</b>	<b>Section 3.1:</b> The project is relevant to national and regional policies and strategies, for instance as coordinated by CRFM. Further, the project is designed to support the implementation of CLME+ strategies and sub-strategies.
A1.3. Complementarity with existing interventions	<b>S</b>	<b>Section 3.1:</b> The project had good complementarity with other interventions and services, often using tools and outputs that had been produced through other projects.
<b>B. EFFECTIVENESS</b>		
B1. Overall assessment of project results	<b>S</b>	<b>Section 3.2:</b> The project was effective, in particular considering the short timeframe (3 years) and severe impact of COVID-19 during the main period of implementation. The outputs were achieved to a high degree, GEF corporate results were strengthened and inroads towards the outcomes have been initiated. However, Outcome 3.1 was articulated too ambitious and cannot be achieved through the execution of the stated outputs, while outcome 4.1 needs a longer implementation period.
B1.1 Delivery of project outputs	<b>S</b>	<b>Section 3.2:</b> Eleven of the 12 project outputs were delivered with a high level of achievement and the final one (regarding project evaluation) is underway. There were a number of important innovations in approaches and outputs; due to the pandemic, the project moved a great number of activities on-line and local consultants were essential intermediaries.
B1.2 Progress towards outcomes and project objectives		
- Outcome 1.1 and 1.2	<b>S</b>	<b>Section 3.2:</b> FFO leadership was built and professionalised greatly in four FFOs, while the other three also benefited, including through a training institute. Through institutional analysis and pilot projects, NFAs also became better able to support stewardship in the sector.
- Outcome 2.1	<b>S</b>	<b>Section 3.2:</b> Although field activities were scaled back due to the pandemic, knowledge and awareness on EAF was raised successfully among fishers.
- Outcome 3.1	<b>MU</b>	<b>Section 3.2:</b> The outputs were successfully completed, but the Outcome was articulated too ambitious and cannot be achieved through the execution of the stated outputs.
- Outcome 4.1	<b>S</b>	<b>Section 3.2:</b> FACs and NICs were identified. Participatory M&E was reflected through the great number of publications generated.
- GEF Corporate results	<b>HS</b>	<b>Section 3.2: The project laid</b> a foundation for increased collaboration in the management of shared marine resources and showed that a great number of direct beneficiaries can be engaged. The project was too short for environmental stress

<sup>42</sup> See rating scheme in [Appendix 2](#).

GEF criteria/sub-criteria	Rating <sup>42</sup>	Summary comments
		reduction; however, the capacity of fishers to affect change and the policy/legal/regulatory framework was improved.
- Overall rating of progress towards achieving objectives/outcomes	<b>S</b>	<b>Section 3.2:</b> Much progress was made and the project successfully laid a foundation for the outcomes (except 3.1) to be achieved in future.
B1.3 Likelihood of impact	<b>L</b>	<b>Section 3.4:</b> Increased leadership and capacity for stewardship in FFOs as well as NFAs is supported by accessible training packages, key documents and the CLI.
<b>C. EFFICIENCY</b>		
C1. Efficiency <sup>43</sup>	<b>S</b>	<b>Section 3.3:</b> Much was achieved in a short period, even during the COVID-19 pandemic, through excellent coordination and collaboration. The project was extended in a limited way and the activities which were designed and approved "last-minute" to use unspent resources, were efficiently carried out. However, procurement of ICT resources had challenges and there were some delays with the approvals of modifications to the Letters of Agreement.
<b>D. SUSTAINABILITY OF PROJECT OUTCOMES</b>		
D1. Overall likelihood of risks to sustainability	<b>ML</b>	<b>Section 3.4:</b> Based on a higher risk in the area of finance and moderate risks in the other areas, the average is ML.
D1.1. Financial risks	<b>MU</b>	<b>Section 3.4:</b> Financial risks are high, but mitigated by volunteerism in fisheries leadership.
D1.2. Socio-political risks	<b>ML</b>	<b>Section 3.4:</b> There are moderate challenges to sustainability and the momentum created by StewardFish needs to be maintained.
D1.3. Institutional and governance risks	<b>ML</b>	<b>Section 3.4:</b> Leadership in FFOs is voluntary and changes often, causing fluctuating capacity and regular loss of institutional memory. NFAs are subject to changing priorities. However, the regional entities have good potential to uptake and sustain project results.
D1.4. Environmental risks	<b>ML</b>	<b>Section 3.4:</b> Fisheries and marine ecosystems are threatened by environmental degradation, often outside the control by the fisheries sector. Project results need to be upscaled.
D2. Catalysis and replication	<b>HS</b>	<b>Section 3.4:</b> Methodologies and results are well-documented and being made accessible. Some innovative activities were piloted, which may be applied in other settings. National mechanisms may also promote the take up of project results.
<b>E. FACTORS AFFECTING PERFORMANCE</b>		
E1. Project design and readiness <sup>44</sup>	<b>MS</b>	<b>Section 3.1:</b> The project design incorporates important principles of the ecosystem approach to fisheries (EAF) but some outcomes were over-ambitious. Some weaknesses were identified in the results framework with respect to outcomes, indicators and the appropriateness of some of the activities to achieve the results. Also, the project was designed consistent with the institutional capacities of the co-executing partners, but with a limited primary target group, the fisherfolk organisations and their leadership, activities should have been given more time to feed into each other.
E2. Quality of project implementation	<b>S</b>	<b>Section 3.5.2:</b> Coordination of implementation was done well. But the processing of some of the LoAs and the conduct of procurement processes at FAO took too much time. However, significant

<sup>43</sup> Includes cost efficiency and timeliness.

<sup>44</sup> This refers to factors affecting the project's ability to start as expected, such as the presence of sufficient capacity among executing partners at project launch.

GEF criteria/sub-criteria	Rating <sup>42</sup>	Summary comments
		improvement in administrative processes is now expected, due to structural changes made at FAO SLC. Both the RPTC and the PTF functioned very well.
E2.1 Quality of project implementation by FAO (BH, LTO, PTF, etc.)	<b>S</b>	<b>Section 3.5.2:</b> Coordination of implementation was done well. But the processing of some of the LoAs and the conduct of procurement processes at FAO took too much time. However, significant improvement in administrative processes is now expected, due to structural changes made at FAO SLC.
E2.1 Project oversight (PSC, project working group, etc.)	<b>HS</b>	<b>Section 3.5.2:</b> Both the RPTC and the PTF functioned very well. The RPTC saw active participation of project participants and achieved information exchange and decision making to the fullest. The PTF supported the PMU efficiently.
E3. Quality of project execution For decentralized projects: Project Management Unit/BH For OPIM projects: Executing agency	<b>HS</b>	<b>Section 3.5.2:</b> The quality of execution was excellent, actively involving the PMU and all 5 regional partners. Workplans and budgets were based on results. Communication with FAO and between partners was excellent at all times and benefited the carrying out of activities. Participatory planning with beneficiaries was done. Decision making was transparent and problems were tackled in a collective manner.
E4. Financial management and co-financing	<b>S</b>	<b>Section 3.5.3:</b> Financial management adapted well to the unpredictable situation. Co-financing was generated well. However, results-based financial reporting was not fully achieved.
E5. Project partnerships and stakeholder engagement	<b>HS</b>	<b>Section 3.5.4:</b> The implementation of StewardFish was well supported by all stakeholders. Their engagement and collaboration was good and stakeholders have taken ownership of the project results.
E6. Communication, knowledge management and knowledge products	<b>S</b>	<b>Section 3.5.5:</b> A wealth of knowledge and experiences became available, were shared through various platforms and technologies and efforts are being made to keep the publications accessible.
E7. Overall quality of M&E	<b>MS</b>	<b>Section 3.5.1:</b> Design was adequate and reporting was of high quality with full participation of all actors. However, indicators, targets and baselines were not well developed. The IW tracking tool was not filled out by the project team.
E7.1 M&E design	<b>MS</b>	<b>Section 3.5.1:</b> Overall design is adequate and consistent with requirements. But indicators, targets and baselines were not well developed and had little relationship with GEF-6 indicators.
E7.2 M&E implementation plan (including financial and human resources)	<b>S</b>	<b>Section 3.5.1:</b> M&E design was followed. Excellent information sharing, reporting and collaboration in monitoring. Tracking tool was not filled out, nor consideration of GEF core indicators.
E8. Overall assessment of factors affecting performance	<b>S</b>	<b>Section 3.5:</b> The average rating of the criterion factors affecting performance is $35/7 = 5$ .
<b>F. CROSS-CUTTING CONCERNS</b>		
F1. Gender and other equity dimensions	<b>HS</b>	<b>Section 3.6.1:</b> The project resulted in increased capacity for gender analysis and research on gender equality gaps was performed, and steps towards mainstreaming were set.
F2. Human rights issues/Indigenous peoples	<b>S</b>	<b>Section 3.6.2:</b> The project was inclusive for various stakeholders in the fishing industry, taking into account urban/rural divisions, age and gender. The project attempted to engage youth.
F3. Environmental and social safeguards	<b>HS</b>	<b>Section 3.6.3:</b> Both in design and implementation, environmental and social safeguards were taken into account.
<b>Overall project rating</b>	<b>S</b>	

## Appendix 2. Rating Scheme

### PROJECT RESULTS AND OUTCOMES

Project outcomes are rated based on the extent to which project objectives were achieved. A six-point rating scale is used to assess overall outcomes:

<b>Rating</b>	<b>Description</b>
Highly Satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings.
Satisfactory (S)	Level of outcomes achieved was as expected and/or there were no or minor shortcomings.
Moderately Satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
Moderately Unsatisfactory (MU)	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings.
Unsatisfactory (U)	Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.
Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings.
Unable to Assess (UA)	The available information does not allow an assessment of the level of outcome achievements.

During project implementation, the results framework of some projects may have been modified. In cases where modifications in the project impact, outcomes and outputs have not scaled down their overall scope, the evaluator should assess outcome achievements based on the revised results framework. In instances where the scope of the project objectives and outcomes has been scaled down, the magnitude of and necessity for downscaling is taken into account and despite achievement of results as per the revised results framework, where appropriate, a lower outcome effectiveness rating may be given.

### PROJECT IMPLEMENTATION AND EXECUTION

Quality of implementation and of execution will be rated separately. Quality of implementation pertains to the role and responsibilities discharged by the GEF agencies that have direct access to GEF resources. Quality of execution pertains to the roles and responsibilities discharged by the country or regional counterparts that received GEF funds from the GEF agencies and executed the funded activities on ground. The performance will be rated on a six-point scale:

<b>Rating</b>	<b>Description</b>
Highly Satisfactory (HS)	There were no shortcomings and quality of <b>implementation</b> or <b>execution</b> exceeded expectations.
Satisfactory (S)	There were no or minor shortcomings and quality of <b>implementation</b> or <b>execution</b> meets expectations.
Moderately Satisfactory (MS)	There were some shortcomings and quality of <b>implementation</b> or <b>execution</b> more or less meets expectations.
Moderately Unsatisfactory (MU)	There were significant shortcomings and quality of <b>implementation</b> or <b>execution</b> somewhat lower than expected.
Unsatisfactory (U)	There were major shortcomings and quality of implementation substantially lower than expected.
Highly Unsatisfactory (HU)	There were severe shortcomings in quality of <b>implementation</b> or <b>execution</b> .
Unable to Assess (UA)	The available information does not allow an assessment of the quality of <b>implementation</b> or <b>execution</b> .

## **MONITORING AND EVALUATION**

239. Quality of project M&E will be assessed in terms of:

- i. design
- ii. implementation

## **SUSTAINABILITY**

*The sustainability will be assessed taking into account the risks related to financial, socio-political, institutional and environmental sustainability of project outcomes. The evaluator may also take other risks into account that may affect sustainability. The overall sustainability will be assessed using a four-point scale:*

<b>Rating</b>	<b>Description</b>
Likely (L)	<i>There is little or no risk to sustainability.</i>
Moderately Likely (ML)	<i>There are moderate risks to sustainability.</i>
Moderately Unlikely (MU)	<i>There are significant risks to sustainability.</i>
Unlikely (U)	<i>There are severe risks to sustainability.</i>
Unable to Assess (UA)	<i>Unable to assess the expected incidence and magnitude of risks to sustainability.</i>

## **Appendix 3. Documents Consulted**

### **Project Documents and Project Management**

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Project Closure Roadmap (Excel)/ July and August 2021.

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29 September 2021. Results sharing meeting. CERMES post-project perspective on some stewardship achievements (PPT).

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FAO, November 2016. Country Programming Framework for Antigua and Barbuda 2016-2019.

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FAO, November 2015. Country Programming Framework for Belize 2016-2019.

FAO, October 2015. Guyana Country Programming Framework 2016-2019.

FAO, October 2015. Country Programming Framework for Jamaica 2016-2019.

FAO, October 2015. Country Programming Framework for St. Vincent and the Grenadines 2016-2019.

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- CANARI, January 2020. Appendix 2. Report of the Caribbean Fisherfolk Mentors Training Workshop (PPT).
- CANARI, 5 January 2020. Organisational Capacity Assessment Survey for National Fisheries Authorities.

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- CANARI, October 2020. Organizational Strengthening. A Toolkit for CSOs in the Caribbean. Draft module PMEL.
- CANARI, October 2020. Organizational Strengthening. A Toolkit for CSOs in the Caribbean. Draft module Governance.
- CANARI, October 2020. Organizational Strengthening. A Toolkit for CSOs in the Caribbean. Draft module Business Continuity Planning.
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- CANARI, List of approved practical ecosystem stewardship pilot projects (Caribbean Sea Innovation Fund) and project concepts.
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- FAO/CRFM, 28 October 2020. Signed 1<sup>st</sup> amendment LoA 020/2019 up to 31 January 2021.
  - FAO/CRFM, 5 July 2019. Signed LoA 020/2019 up to 30 June 2020.

CRFM, 28 February 2021. First interim progress report.

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- CERMES. 2020. Report on update, adaptation and creation of leadership capacity development resources. Developing Organisational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-scale Fisheries (StewardFish) project. Project Report to FAO. 21 pp.
- Compton, S. 2020. Identifying suitable national intersectoral coordination mechanisms (NICs). Developing Organisational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-scale Fisheries (StewardFish) project. Project Report to FAO. 18 pp.
- Cox, S-A., K. Alleyne and L. Soares. 2020. Communication tools and practices in use for fisheries information in the Caribbean. CERMES report to FAO on Developing Organisational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-scale Fisheries (StewardFish) Project. 20 pp
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- CERMES. 2020. *Report on establishment and demonstration of the virtual leadership institute for fisherfolk*. Developing Organisational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-scale Fisheries (StewardFish) project. Project Report to FAO. 10 pp.
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- Pena, M., S. Berry, R. Gajnabi, L. Perch, C. Romeo, B. Simmons and L. Soares. 2020. Preparation for gender analysis: Report on Gender “Meet & Greet” sessions. Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-scale Fisheries (StewardFish) project. Project Report to FAO. 86pp.
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CIRP, 13 November 2020. Second Interim Progress Report. (Four Online Training Modules & Training Plan for Training of 7 Trainers)

CIRP, 25 February 2021. Third Interim Progress Report. (Training of Trainers workshop report, Codelivery of ICT4G Training & Support for Trainers Handover of Online Training Modules to CNFO).

CIRP, March 2021. Final Report.

CIRP, 26 February 2021. Final Financial Report.

FAO, 11 March 2021. CIRP LoA Evaluation.

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4 February 2019. FIRST VIRTUAL REGIONAL PROJECT STEERING COMMITTEE MEETING.

10 December 2019. SECOND VIRTUAL REGIONAL PROJECT STEERING COMMITTEE MEETING.

30 April 2020. THIRD VIRTUAL REGIONAL PROJECT STEERING COMMITTEE MEETING.

13 August 2020. FOURTH VIRTUAL REGIONAL PROJECT STEERING COMMITTEE MEETING.

8 December 2020. FIFTH VIRTUAL REGIONAL PROJECT STEERING COMMITTEE MEETING.

5 May 2021. SIXTH VIRTUAL REGIONAL PROJECT STEERING COMMITTEE MEETING.

24 September 2021. FINAL VIRTUAL REGIONAL PROJECT STEERING COMMITTEE MEETING. (Report not as yet available, but meeting attended by Evaluation Team).

### **Project Task Force meetings**

24 April 2020. VIRTUAL STEWARDFISH PROJECT TASK FORCE MEETING.

26 November 2020. VIRTUAL STEWARDFISH PROJECT TASK FORCE MEETING.

4 May 2021. VIRTUAL STEWARDFISH PROJECT TASK FORCE MEETING. Teams Conference Call.

17 September 2021. Virtual Project Task Force Meeting. (Attended by evaluation team).

### **Regional Partner Check-in Meetings**

18 November 2019 (1<sup>st</sup>), 2 December 2019 (2<sup>nd</sup>), 13 January 2020 (3<sup>rd</sup>), 3 February 2020 (4<sup>th</sup>), 2 March 2020 (5<sup>th</sup>), 31 March 2020 (6<sup>th</sup>), 27 April 2020 (7<sup>th</sup>), 27 May 2020 (8<sup>th</sup>), 24 June 2020 (9<sup>th</sup>), 20 July 2020 (10<sup>th</sup>), 14 September 2020 (11<sup>th</sup>), 12 October 2020 (12<sup>th</sup>), 9 November 2020 (13<sup>th</sup>), 11 January 2021 (14<sup>th</sup>), 9 February 2021 (15<sup>th</sup>), 9 March 2021 (16<sup>th</sup>), 6 April 2021 (17<sup>th</sup>), 7 June 2021 (18<sup>th</sup>), 5 July 2021 (19<sup>th</sup>).

### **Visibility**

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Barnwell, Sherill, 2021. A review of the existing fisheries-related statistical system in St Vincent and the Grenadines (Draft Final).

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### **Fish silage, Barbados.**

Central Fish Processors Association (CFPA), 21 June 2021. Pilot submission - Promoting the Circular Economy in Fisheries Value Chains to Support Sustainable Livelihoods.

Fish silage, project budget (Excel).

Harris, Sadio, August 2021. Market viability assessment for fish silage production and utilisation in Barbados – Final report.

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FAO. 2019. OED project evaluation manual for decentralized offices – Planning and conducting project evaluations under Budget Holder’s responsibility. Rome. pp. 42.

- Annex 4: Evaluation Matrix Template.
- Annex 8: Stakeholders Analysis.
- Annex 10: Developing a Theory of Change.

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## Appendix 4. People interviewed

	First & last name	Position	Organisation / Location	Email	Date interviewed
<b>FAO HQ</b>					
1	Lorenzo Galbiati	Funding Liaison Officer	FAO HQ, Rome	<a href="mailto:Lorenzo.Galbiati@fao.org">Lorenzo.Galbiati@fao.org</a>	12 Oct 2021
2	Valeria Gonzalez-Riggio	Funding Liaison Officer	FAO HQ, Rome	<a href="mailto:Valeria.GonzalezRiggio@fao.org">Valeria.GonzalezRiggio@fao.org</a>	13 Oct 2021
3	Daniela Kalikoski	Technical Officer	FAO HQ, Rome	<a href="mailto:Daniela.Kalikoski@fao.org">Daniela.Kalikoski@fao.org</a>	15 Oct 2021
<b>FAO SLC</b>					
4	Renata Clarke	Sub-regional Coordinator / Budget Holder	FAO SLC, Barbados	<a href="mailto:Renata.Clarke@fao.org">Renata.Clarke@fao.org</a>	13 Dec 2021 & 23 Feb 2022
5	Yvette Diei Ouadi	Lead Technical Officer	FAO SLC, Barbados	<a href="mailto:Yvette.DieiOuadi@fao.org">Yvette.DieiOuadi@fao.org</a>	14 Oct 2021 & 26 Jan 2022
6	Anthony Lambert	International Administrative Officer	FAO SLC, Barbados	<a href="mailto:Anthony.Lambert@fao.org">Anthony.Lambert@fao.org</a>	23 Feb 2022
7	Iris Monnereau	Project Coordinator CC4FISH	FAO SLC, Barbados	<a href="mailto:Iris.Monnereau@fao.org">Iris.Monnereau@fao.org</a>	29 Sep 2021
8	Estelle Page	Operations Officer	FAO SLC, Barbados	<a href="mailto:EstellePage22@gmail.com">EstellePage22@gmail.com</a>	19 Oct 2021 & 31 Dec 2021
9	Terrence Philips	Regional Project Coordinator	FAO SLC, Barbados	<a href="mailto:penaeustp@yahoo.com">penaeustp@yahoo.com</a>	14 Oct 2021 & 26 Jan 2022
<b>INSTITUTIONAL PARTNERS</b>					
<b>CANARI</b>					
10	Melanie Andrews	Technical Officer	Trinidad and Tobago		19 Nov 2021
11	Neema Ramlogan	Technical Officer	Trinidad and Tobago		4 Jan 2022
<b>CNFO</b>					
12	Adrian LaRoda	Chair	Bahamas	<a href="mailto:alarodabahafish@gmail.com">alarodabahafish@gmail.com</a>	1 Dec 2021
13	Nadine Nembhardt	Administrative Secretary	Belize	<a href="mailto:Nadine_nem@yahoo.com">Nadine_nem@yahoo.com</a>	1 Dec 2021
<b>CRFM</b>					
14	Maren Headley	Programme Manager, Fisheries Management and Development	Belize	<a href="mailto:Maren.Headley@CRFM.int">Maren.Headley@CRFM.int</a>	24 Nov 2021
<b>UWI-CERMES</b>					
15	Shelly-Ann Cox	Research Associate	Barbados	<a href="mailto:shellsalc@gmail.com">shellsalc@gmail.com</a>	18 Nov 2021
16	Patrick McConney	Director	Barbados	<a href="mailto:Patrick.mcconney@cavehill.uwi.edu">Patrick.mcconney@cavehill.uwi.edu</a>	17 Nov 2021
17	Maria Pena	Project Officer	Barbados	<a href="mailto:Maria.pena@cavehill.uwi.edu">Maria.pena@cavehill.uwi.edu</a>	25 Nov 2021
<b>UWI-CIRP</b>					
18	Kim Mallalieu	Coordinator	Trinidad and Tobago	<a href="mailto:Kim.mallalieu@sta.uwi.edu">Kim.mallalieu@sta.uwi.edu</a>	30 Nov 2021

	First & last name	Position	Organisation / Location	Email	Date interviewed
<b>COUNTRIES</b>					
<b>NFAs</b>					
19	Jamie Herbert	Fisheries Officer	Antigua & Barbuda	<a href="mailto:Jamie.herbert86@gmail.com">Jamie.herbert86@gmail.com</a>	2 Dec 2021
20	Joyce Leslie	Dep. Chief Fisheries Officer	Barbados	<a href="mailto:Joyce.leslie@barbados.gov.bb">Joyce.leslie@barbados.gov.bb</a>	25 Nov 2021
21	Isabel Martinez	Fisheries Officer	Belize	<a href="mailto:Managed.access@fisheries.gov.bz">Managed.access@fisheries.gov.bz</a>	24 Nov 2021
22	Denzil Roberts	Chief Fisheries Officer	Guyana	<a href="mailto:Bertz99@yahoo.com">Bertz99@yahoo.com</a>	13 Jan 2022
23	Shellene Berry	Fisheries Officer	Jamaica	<a href="mailto:ssberry@micaf.gov.jm">ssberry@micaf.gov.jm</a>	29 Nov 2021
24	Sarita Peter	Chief Fisheries Officer	Saint Lucia	<a href="mailto:Sarita.peter@govt.lc">Sarita.peter@govt.lc</a>	8 Dec 2021
25	Petronila Polius	Fisheries Extension Officer	Saint Lucia	<a href="mailto:Petronila.polius@govt.lc">Petronila.polius@govt.lc</a>	21 Dec 2021
26	Rita Straughn		Saint Lucia		8 Dec 2021
27	Kris Isaacs	Senior Fisheries Officer	St. Vincent & Grenadines	<a href="mailto:Kris.isaacs@yahoo.com">Kris.isaacs@yahoo.com</a>	17 Dec 2021
28	Jeniifer Cruickshank Howard	Chief Fisheries Officer	St. Vincent & Grenadines	<a href="mailto:fishdiv@gov.vc">fishdiv@gov.vc</a>	17 Dec 2021
<b>FFOs</b>					
29	Leroy Gore	President, BFA	Antigua & Barbuda	<a href="mailto:Leroygore752@gmail.com">Leroygore752@gmail.com</a>	12 Jan 2022
30	Henderson Inniss	Treasurer, BARNUFO	Barbados	<a href="mailto:hcj@caribsurf.com">hcj@caribsurf.com</a>	21 Jan 2022
31	Vernel Nicholls	Chair, BARNUFO	Barbados	<a href="mailto:Vernel.nicholls@gmail.com">Vernel.nicholls@gmail.com</a>	21 Jan 2022
32	Sydney Fuller	Director, BFCA	Belize	<a href="mailto:bfzfishcoop@gmail.com">bfzfishcoop@gmail.com</a>	9 Dec 2021
33	Pamashwar Jainarine	Chair, GNFO	Guyana	<a href="mailto:pjainarine@gmail.com">pjainarine@gmail.com</a>	29 Nov 2021
34	Glaston White	Treasurer, JFCU	Jamaica	<a href="mailto:whiteglaston@yahoo.com">whiteglaston@yahoo.com</a>	30 Nov 2021
35	Kaygianna Charlery	Goodwill Fishermen Cooperative	Saint Lucia	<a href="mailto:Kaygi362@hotmail.com">Kaygi362@hotmail.com</a>	14 Jan 2022
36	Devon Stephen	Chair, SLNFO	Saint Lucia	<a href="mailto:devonsystephen@live.com">devonsystephen@live.com</a>	14 Jan 2022
37	Winsbert Harry	Chair, SVGNFO	St. Vincent & Grenadines	<a href="mailto:winsbertharry@yahoo.com">winsbertharry@yahoo.com</a>	8 Dec 2021
<b>GEF Operational Focal Points</b>					
38	Gina Belle	Representative of GEF OFP	Barbados	<a href="mailto:Gina.belle@barbados.gov.bb">Gina.belle@barbados.gov.bb</a>	2 Dec 2021
39	Gillian Guthrie	GEF OFP	Jamaica	<a href="mailto:gillian.guthrie@megjc.gov.jm">gillian.guthrie@megjc.gov.jm</a>	18 Jan 2022
40	Yasa Belmar	GEF OFP	St. Vincent & Grenadines	<a href="mailto:Yasa.belmar@gmail.com">Yasa.belmar@gmail.com</a>	23 Dec 2021

## Appendix 5. Evaluation Matrix of the StewardFish TE

Evaluation Questions	Sub-Questions/Indicators	Comments	Methods/Informants
<b>1. Relevance (rated)</b>			
Question 1.1: Were the project outcomes and envisioned long term impacts congruent with the GEF focal areas/operational programme strategies, country priorities and FAO Country Programming Framework, as well as regional and sub-regional environmental and development priorities?	1.1.1: How was the project aligned to the GEF IW focal area/ pertinent operational programme strategies ( <b>LDCF/SCCF: Programme 7-Foster sustainable fisheries</b> )?	Matches GEF matrix rating <b>A1.1. Alignment with GEF and FAO strategic priorities</b>	Desk Review: GEF programme strategies, FAO strategic framework, FAO country programming frameworks, StewardFish project docs. Guided and open stakeholder interviews: FAO/GEF unit, SLC personnel.
	1.1.2: How did the outcomes of the project respond to the organizational results of the FAO strategic framework: Strategic Objectives 2, 3 and 5?		
	1.1.3: How did the outcomes of the project respond to the regional initiatives promoted by the FAO: R2: Family Farming, Food Systems and Sustainable Rural Development R3: Sustainable use of natural resources, adaptation to climate change and disasters risk management?		
	1.1.4: Relevance of the project to national, sub-regional, regional and global environmental and development priorities and beneficiary needs	Matches GEF matrix rating <b>A1.2. Relevance to national, regional and global priorities and beneficiary needs</b>	
	1.1.5: In which ways did the project complement existing interventions?	Matches GEF matrix rating <b>A1.3. Complementarity with existing interventions</b>	

Evaluation Questions	Sub-Questions/Indicators	Comments	Methods/Informants
Question 1.2: Was the project design appropriate for delivering the expected outcomes?	1.2.1: The four components and choice of executing agencies were the best choice?	Covered by GEF matrix rating E1. <a href="#">Project design and readiness</a>	Desk Review: Project documents, PIR/PPR reports, PSC meeting reports. Guided and open stakeholder interviews: FAO personnel, CERMES, other regional exec. agencies.
	1.2.2: The logframe (results framework) and indicators were appropriate and complete? The indicators are SMART?		
Question 1.3: Was the project and its activities designed in a manner consistent with the institutional capacity and timeframe for implementation of the various implementing actors (i.e. state-level, civil society, academia)?	1.3.1: Were the activities of the project consistent with the various levels of capacity of the National Fisheries Authorities and did it address their need for strengthening appropriately?		Desk Review: Docs produced by regional agencies, PR and PIRs. Checkin meeting reports. Guided and open stakeholder interviews: NFAs, FFOs, Regional agencies, national coordinators and mentors.
	1.3.2: Were the activities of the project consistent with the various levels of capacity of the Fisherfolk organizations and did it address their need for strengthening appropriately?		
	1.3.3: Was the timeframe of the project beneficial to the Regional Executing Agencies in terms of their own institutional development?		
Question 1.4: Has there been any change in the relevance of the project since its design, such as new national policies, plans or programmes that affect the relevance of the project objectives and goals?	1.4.1: Were there significant new policies, plans or programmes adopted at national or regional level during the implementation of the project?	Related to GEF matrix rating A1.3. <a href="#">Complementarity with existing interventions</a>	Desk Review: Regional and national reports, PR/ PIRs, PSC meeting reps. Guided and open stakeholder interviews: NFAs, regional agencies.
	1.4.2: If yes, how did these impact on the outputs of the project?		
Question 1.5: Were the project activities considered relevant by the project beneficiaries (institutional and local level)?	1.5.1 How do the beneficiaries of the project consider the project relevance?	Related to GEF matrix rating A1.2. <a href="#">Relevance to national, regional and global priorities and beneficiary needs</a>	Survey to FFOs and their members. Interview of mentors and national coordinators.

Evaluation Questions	Sub-Questions/Indicators	Comments	Methods/Informants
<b>2. Effectiveness (rated)</b>			
Question 2.1: To what extent have project outcomes and outputs been achieved, and were there any unintended results? What twists and turns (pivots) have fisherfolk had to make given the COVID-19 pandemic and climate events, and how have these pivots affected project activities and results?	2.1.1: What is the status of delivery of the 12 project outputs (and total of 26 activities)?	Matches GEF matrix rating <a href="#">B1.1 Delivery of project outputs</a>	Desk research: PIRs, PPRs, project reports and deliverables by executing partners.
	2.1.2: How effective was the project in contributing to boosting female leadership in the fisheries sector?	Related to GEF matrix rating <a href="#">B1.2 Progress towards outcomes and project objectives</a>	Interviews to back up output information.
	2.1.3: To what degree have FFOs engaged in ecosystem-based management?		Interviews: NFAs, FFOs, Reg. Orgs.
	2.1.4: How has the engagement of FFOs contributed to improved habitat health and pollution reduction?		Survey on female leadership & organizational capacity.
	2.1.5: What livelihood enhancement activities are FFO leaders engaged in as a result of the project and what have been the ensuing changes?		
	2.1.6: To what extent have male and female fisherfolk improved their organizational capacity? What organizational changes are evident as a result of capacity building? How has this capacity building also led to a balance between conservation and development of livelihoods? What examples of adaptation exist?		
	2.1.7: Were there any unintended results?		
Question 2.2: To what extent did the project actual outcome commensurate with the expected outcomes? How did COVID-19	2.2.1: Progress towards outcomes and project objectives & impact of COVID-19 and mitigation: Project Objective	Matches GEF matrix rating <a href="#">B1.2 Progress towards</a>	Desk research: PIRs, PPRs, project reports and deliverables by executing partners.
	2.2.2: Progress towards outcomes and project objectives & impact of COVID-19 and mitigation: Outcome 1.1		

Evaluation Questions	Sub-Questions/Indicators	Comments	Methods/Informants
affect project activities and outcomes, what were the adaptations, challenges and mitigations implemented by the project?	2.2.3: Progress towards outcomes and project objectives & impact of COVID-19 and mitigation: Outcome 1.2	outcomes and project objectives	Interviews to back up outcome information: NFAs, FFOs, Reg. Orgs., project coordinator.
	2.2.4: Progress towards outcomes and project objectives & impact of COVID-19 and mitigation: Outcome 2.1		
	2.2.5: Progress towards outcomes and project objectives & impact of COVID-19 and mitigation: Outcome 3.1		
	2.2.6: Progress towards outcomes and project objectives & impact of COVID-19 and mitigation: Outcome 4.1		
Question 2.3: To what extent can the attainment of results be attributed to the GEF-funded component? To what extent have GEF corporate results targets been achieved?	2.3.1: What were the GEF actual expenditures per result?	Related to GEF matrix rating E.4 Financial Management and Co-financing	Desk Review: project documents, progress reports, financial reporting.
	2.3.2: What were the levels of achievement per GEF core indicators for GEF-6 and selected ones for GEF-7?		
Question 2.4: What were the innovations in approaches and outputs that have strengthened the project's effectiveness?	2.4.1: To what extent are fisheries-related state agencies, civil society, academia and any other stakeholders able to support fishing industry stewardship? What does that support look like in different islands? Were new approaches developed?		Desk Review: PTF, PSC reports, deliverables regional agencies. Guided and open stakeholder interviews: NFAs, FFOs, regional agencies.
	2.4.2: How did COVID-19 impact cooperative action around biodiversity conservation and coastal management? What were the new approaches?		
<b>3. Efficiency (rated)</b>			
Question 3.1: (implementation) To what extent did FAO deliver on project identification, concept	3.1.1: Has the project been implemented in a timely manner?	Related to GEF matrix rating C.1 Efficiency	Desk Review: project documents, PSC meeting reports, PIRs

Evaluation Questions	Sub-Questions/Indicators	Comments	Methods/Informants
preparation, appraisal, preparation, approval and start-up, oversight and supervision? How well were risks identified and managed?	3.1.2: Quality of project implementation by FAO (BH, LTO, PTF, etc.)? Were there supervisory, administrative or technical problems or constraints within FAO's backstopping that influenced the effective implementation of the project? How was risk management conducted?	Matches GEF matrix rating <a href="#">E2.1 Quality of project implementation by FAO (BH, LTO, PTF, etc.</a>	Guided and open stakeholder interviews: members PSC, staff FAO
	3.1.3: GEF pushes for a third party between the implementing agency (FAO) and the regional executing agencies. Therefore: Does FAO implementing as well as directly executing the project (with the PMU in the FAO office) contribute to the project's success? What are the advantages or drawbacks of separating the implementation and execution of a project? Does FAO's unique technical mandate make it preferable to keep the PMU in the FAO office?		
Question 3.2: Quality of project execution by regional partners	3.2.1: Technical project management by the various regional organizations?	Related to GEF matrix rating <a href="#">E3.1 Project execution and management (PMU and executing partner performance, administration, staffing, etc.)</a>	Desk Review: Regional agencies deliverables and reports, PIR/PPRs, Checkin reports. Guided and open stakeholder interviews: Regional agencies, project coordinator, PSC meeting reports, FFOs, NFAs
	3.2.2: How was the financial management carried out? Did the level of realized co-financing match the level pledged? If not, why not?	Related to GEF matrix rating <a href="#">E.4 Financial Management and Co-financing</a>	
	3.2.3: Was the management of Communication, Knowledge appropriate? Were Knowledge Products made available and disseminated to the right audiences (use information under #10 for rating)?	Related to GEF matrix rating <a href="#">E.6 Communication,</a>	

Evaluation Questions	Sub-Questions/Indicators	Comments	Methods/Informants
		knowledge management and knowledge products	
Question 3.3: (execution) To what extent did the executing agencies effectively discharge its role and responsibilities related to the management and administration of the project?	3.3.1: Quality of daily management and coordination (WECAFC)?	Related to GEF matrix rating E3.1 Project execution and management (PMU and executing partner performance, administration, staffing, etc.)	Desk Review: Regional agencies deliverables and reports, PIR/PPRs, Checkin reports, PSC and PTF reports.
	3.3.2: Has the project been cost effective? Were there cost-saving measures implemented?	Related to GEF matrix rating C.1 Efficiency	
	3.3.3: To what extent has management been able to adapt to any changing conditions to improve the efficiency of project implementation?		
Question 3.4: To what degree did the Project Steering Committee and the Project Task Force lead efficient policy and technical processes?	3.4.1: What was the quality of oversight and management by the Project Steering Committee?	Related to GEF matrix rating E2.2 Project oversight (PSC, project working group, etc.	Desk Review: PSC and PTF meeting reports. Guided and open stakeholder interviews: NFAs, FFOs, FAO staff.
	3.4.2: How effective was the Project Task Force? Was its advice utilised well?		
<b>4. Sustainability (rated)</b>			
Question 4.1: What is the likelihood that the project results will continue to be useful or will continue by both FAO and partner	4.1.1: Likelihood of impact? Has the project achieved impacts, or is it likely that outcomes will lead to the expected impacts? (Impacts will be understood to include positive and negative, primary and secondary long-term effects produced by a	Related to GEF matrix rating B1.3 Likelihood of impact	Desk Review: Project deliverables (documents of regional agencies), PIRs

Evaluation Questions	Sub-Questions/Indicators	Comments	Methods/Informants
countries, after the end of the project?	development intervention. They could be produced directly or indirectly and could be intended or unintended.)		Guided and open stakeholder interviews: NFAs, FFOs, staff FAO SLC, Project coordinator
	4.1.2: Likelihood of sustaining the project results by FAO?	Related to GEF matrix rating <b>D1</b> Over-all likelihood of risks to sustainability	
	4.1.3: Likelihood of sustaining the project results by target countries?		
	4.1.4: What will become of the data and information products post-project completion?		
Question 4.2: What is the potential for project results to be scaled and / or replicated?	4.2.1: Is there evidence that the project results are likely to catalyse additional activities or be replicated elsewhere?	Related to GEF matrix rating <b>D2</b> . Catalysis and replication	Desk Review: Project deliverables (documents of regional agencies), PIRs, communication/visibility products. Guided and open stakeholder interviews: NFAs, FFOs, staff FAO SLC, Project coordinator
	4.2.2: What recommendations can be provided to help strengthen the sustainability plan of the project?		
	4.2.3: To what extent are communication products and activities likely to support the sustainability and scaling-up of project results?		
Question 4.3: What are the key financial, socio-political, institutional, and environmental risks which may affect the sustainability of the project benefits?	4.3.1 Overall likelihood of risks to sustainability: What is the likelihood that financial resources will be available to continue the activities that result in the continuation of project benefits (such as income-generating activities, and trends that may indicate that it is likely that in future there will be adequate financial resources for sustaining project outcomes)?	Related to GEF matrix rating <b>D1.1</b> . Financial Risks	Desk Review: Project deliverables (documents of regional agencies), PIRs, communication/visibility products. Guided and open stakeholder interviews: NFAs, FFOs, staff FAO SLC, Project coordinator, Head SLC
	4.3.2 Overall likelihood of risks to sustainability: Are there any social or political risks that can undermine the longevity of project outcomes? What is the risk that the level of stakeholder ownership is insufficient to allow for project outcomes/benefits to be sustained? Do the various key stakeholders see in their interest that the project benefits continue to flow? Is there sufficient public/stakeholder awareness in support of the long-term objectives of the project?	Related to GEF matrix rating <b>D1.2</b> . Socio-political Risks	

Evaluation Questions	Sub-Questions/Indicators	Comments	Methods/Informants
	4.3.3: Overall likelihood of risks to sustainability: Do the legal frameworks, policies, and governance structures and processes pose any threat to the continuation of project benefits? Are the required technical know-how needed for sustainability in place?	Related to GEF matrix rating <a href="#">D1.3. Institutional and Governance Risks</a>	
	4.3.4: Overall likelihood of risks to sustainability: Which environmental risks can undermine the future flow of project environmental benefits (Global warming, etc.)? Do certain activities in the project area pose a threat to the sustainability of project outcomes?	Related to GEF matrix rating <a href="#">D1.4. Environmental Risks</a>	
<b>5. Factors affecting performance (rated)</b>			
Question 5.1: Project design and readiness	5.1.1: Were any formal modifications/revisions made to the project design and why?	Related to GEF matrix rating <a href="#">E1. Project design and readiness</a>	Desk Review: project doc, PIRs, PSC meeting reports. Guided and open stakeholder interviews: FAO staff, CERMES and other regional agencies, FFOs.
	5.1.2: Were all key stakeholders, including minority groups, identified and involved in project development?		
	5.1.3: Were the capacities of executing agencies properly considered, were the partnership arrangements and roles clearly defined?	Related to GEF matrix rating <a href="#">E5. Project partnerships and stakeholder engagement</a>	
<b>Monitoring and Evaluation</b> Question 5.2: (M&E design) Was the M&E plan designed initially, practical and sufficient?		Related to GEF matrix rating <a href="#">E7.1 M&amp;E design</a>	Desk Review: project doc, PIRs, PSC meeting reports. Guided and open stakeholder interviews: M&E officers in FAO, regional agencies.
Question 5.3: (M&E implementation) Did the M&E system operate as per the M&E	5.3.1: How was the M&E Plan implemented and managed? Was it done in a participatory manner? What were the requirements for financial and human resources?	Related to GEF matrix rating <a href="#">E7.2 M&amp;E plan</a>	Desk Review: project doc, PIRs, PSC meeting reports.

Evaluation Questions	Sub-Questions/Indicators	Comments	Methods/Informants
plan? Was information gathered in a systematic manner, using appropriate methodologies?	5.3.2: To what degree have fisherfolk participated in M&E and what have been the results of that? How did COVID-19 impact their participation?	implementation (including financial and human resources)	Guided and open stakeholder interviews: M&E officers in FAO, regional agencies, FFOs, NFAs.
Question 5.4: Was the information from the M&E system appropriately managed and used by the regional executing partners, project management, PTF and RPSC, in order to make timely decisions and foster learning during project implementation?	5.4.1: Were monitoring data used by the executing partners?		Desk Review: PIRs, PSC and PTF meeting reports.
	5.4.2: Were monitoring data used well by the PMU?		Guided and open stakeholder interviews: FAO staff, regional agencies, FFOs, NFAs.
	5.4.3: Were monitoring data (PPR and PIR reports) used well by the PTF and RPSC?	Related to GEF matrix rating E2.2 Project oversight (PSC, project working group, etc.)	
<b>Stakeholder Engagement</b> Question 5.5: Were other actors, such as civil society, indigenous population or private sector involved in project design or implementation, and what was the effect on the project results?	5.5.1: Were additional project partnerships established during implementation? In what areas? How were these supported?	Related to GEF matrix rating E5 Project partnerships and stakeholder engagement	Desk Review: project deliverables.
	5.5.2: Regarding biodiversity conservation and coastal management, were additional stakeholders brought in, that weren't engaged previously?		Guided and open stakeholder interviews: NFAs, national partners, FFOs, national coordinators, mentors.
	5.5.3: Did the project facilitate adequate consultation and active engagement of stakeholders? Were skills and experiences brought in appropriately? What mechanisms were used?		Include pertinent question in Survey
<b>6. Environmental and Social Safeguards</b>			
Question 6.1: To what extent were environmental and social concerns taken into consideration in the design and implementation of the project?	6.1.1: Environmental Safeguards identified?	Related to GEF matrix rating F3. Environmental and social safeguards	Desk Review: project document, PIRs.
	6.1.2: Social Safeguards identified?		

Evaluation Questions	Sub-Questions/Indicators	Comments	Methods/Informants
<b>7. Gender</b>			
Question 7.1: To what extent were gender equality gaps and considerations taken into account in designing and implementing the project? Was the project implemented in a manner that ensures gender equitable participation and benefits? Was there appropriate gender targeting or mainstreaming in the project activities?	7.1.1: To what degree have women’s voices been present in policy/strategy dialogues relating to the project?	Related to GEF matrix rating F1. <a href="#">Gender and other equity dimensions</a>	Desk Review: PIR/PPRs, deliverables. Guided and open stakeholder interviews: regional agencies, FFOs, NFAs, women groups. Surveys
	7.1.2: To what degree have women had access to advisory and financial services and organizational and leadership opportunities?		
	7.1.3: What were the Gender and other equity dimensions that emerged from the project?		
	7.1.4: Were there specific human rights issues/ participatory issues regarding indigenous peoples (Belize, Guyana)?	Related to GEF matrix rating F2. <a href="#">Human rights issues</a>	
<b>8. Co-financing</b>			
Question 8.1: To what extent did the expected co-financing materialize, and how short fall in co-financing, or materialization of greater than expected co-financing affected project results?		Related to GEF matrix rating E4. <a href="#">Financial Management and Co-financing</a>	Desk Review: PIRs, co-financing reports. Guided and open stakeholder interviews: Finance officers FAO.
<b>9. Progress to Impact</b>			
Question 9.1: To what extent may the progress towards long-term impact be attributed to the project?		Related to GEF matrix rating B1. <a href="#">Overall assessment of project results</a>	Guided and open stakeholder interviews: project coordinator, CLME PMU. Contribution analysis (through ToC)

Evaluation Questions	Sub-Questions/Indicators	Comments	Methods/Informants
Question 9.2: Was there any evidence of environmental stress reduction and environmental status change, or any change in policy/legal/regulatory framework?			Desk Review: deliverables regional agencies, reports. Guided and open stakeholder interviews: NFAs, FFOs.
Question 9.3: Are there any barriers or other risks that may prevent future progress towards long-term impact?			Desk Review: risk analysis (proj. document, reports) Interviews: NFAs, FFOs.
<b>10. Knowledge Management<sup>45</sup></b>			
Question 10.1: How is the project assessing, documenting and sharing its results, lessons learned and experiences?	10.1.1: By the PMU	Related to GEF matrix rating E6. <a href="#">Communication, knowledge management and knowledge products</a>	Desk Review: visibility and knowledge sharing documents. PPR/PIRs. Guided and open stakeholder interviews: communication officers at regional agencies, FAO/SLC, NFAs, FFOs.
	10.1.2: By the regional organizations		
	10.1.3: By the national partners?		
Question 10.2: What are the knowledge products produced by the project and how were there shared?			Desk Review: reports. Guided and open stakeholder interviews: communication officers at regional agencies, FAO/SLC.
<b>11. Lessons Learned<sup>46</sup></b>			
	11.1.1 Good practices?		

<sup>45</sup> See for reference: Stocking, M. et al. 2018. Managing knowledge for a sustainable global future. Scientific and Technical Advisory Panel to the Global Environment Facility. Washington, DC (2018)

<sup>46</sup> See new GEF Guidance on lessons learned (22 categories) : <https://unfao.sharepoint.com/:b/s/OEDD/ETDiKZI8WpHvOFVBacRUP8BFPPbaJAZ6ariylqu6tbt6w?e=sEPuPx>

Evaluation Questions	Sub-Questions/Indicators	Comments	Methods/Informants
<p>Question 11.1: What are the key lessons learned and good practices (from the diversity of issues the StewardFish project tackled, as well as its implementation process) that could be used in subsequent programming?</p>	<p>11.1.2: Lessons Learned?</p>		<p>Desk Review: deliverables, partner reports.                      Guided and open stakeholder interviews: all stakeholders.</p>

## Appendix 6. Results matrix

[Please insert here the results matrix from the project document with two additional columns: i) one column will provide the level of achievements; and ii) the last column will provide the evaluation team comments. This appendix will provide the evidence for the narrative and the ratings.]

Result	Indicator	Baseline	Mid-term target	End-of-Project target	Status per 30 September 2021	Comments / rating
<b>Objective: To support the implementation of strategies 1,2,3 and sub-strategies 1.4, 1.5, 2.7, 2.8, 3.7 of the CLME+ SAP in 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</b>						
<b>Component 1: Developing organisational capacity for fisheries governance</b>						
Outcome 1.1 Fisherfolk have improved their organization capacity to meet objectives that enhance well-being	Number of NFO that participate in leadership capacity development	3 NFO. Currently some NFO participate in leadership development activities	5 NFO	7 NFO	5 NFOs (from Barbados, Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines) and 1 Lead Primary Fisher Organisation (in Antigua and Barbuda) built their capacities on ecosystem stewardship; organizational capacity assessment of fisherfolk organisations; developing financial sustainability for fisherfolk organisations; practicing good governance in fisherfolk organisations; participatory monitoring and evaluation and outcome mapping.	S <sup>47</sup>
	Number of participating NFO that report positive change due to training	3 NFO. Those that have participated have reported positive change	5 NFO	7 NFO	6 NFOs and 1 Lead PFO from the seven project countries participated in the FFO organisational needs assessments and developed a Regional Capacity Building Strategy to Support Organisational Strengthening of Target Fisherfolk Organisations in the Caribbean.  Based on their respective organisational assessments, 1 Lead fisherfolk organization from Antigua and four NFOs from Barbados, Guyana, Saint Lucia and St. Vincent & Grenadines have been implementing projects to pilot an online platform for organisational strengthening; build the administrative capacity of the organisation; better engage membership for sustainable fisheries and livelihood activities; strengthen the organisation to mobilise resources and build capacity of its membership; and develop an electronic registry of the	

<sup>47</sup> Rating done by FAO HQ.

Result	Indicator	Baseline	Mid-term target	End-of-Project target	Status per 30 September 2021	Comments / rating
					<p>membership and build capacity in business management, respectively.</p> <p>Through capacity building and outreach, the GNFO reported that it was able to engage with PFOs, identify issues, re-engage with and expand its membership, and subsequently convene an AGM and elect a new Board.</p> <p>Through the establishment of an online platform to facilitate virtual training sessions; and the delivery of training in proposal writing, resource mobilization, basic bookkeeping, public relations, BARNUFO reported that fisherfolk leaders who received training have already started to utilize these skills in their small businesses.</p> <p>Under their pilot project stakeholder engagement strategy, the SVGNFO reported that each PFO president has been inviting a member of their organisation to participate in the SVGNFO Board Meetings in order to pass on knowledge and build their capacity.</p> <p>Utilizing the CNFO Leadership Institute, fisherfolk leaders from 20 FFOs, based in 6 project and 6 non-project countries, received leadership training.</p> <p>Utilizing the CNFO Leadership Institute, 35 – 56 participants (including fisherfolk from project and non-project countries, regional executing partners and CANARI mentors) took part in the Policy Engagement training sessions: Understanding key fisheries policies and instruments - with focus on the Caribbean Community Common Fisheries Policy (CCCFP); Advocacy; Representation of Fisherfolk.</p> <p>62 fisherfolk leaders (25 females and 37 males) were involved in four “Meet &amp; Greet” sessions prior to the conducting of the Gender analyses of capacities and gaps in fisherfolk organisation leadership in Guyana, Jamaica, Barbados and St.</p>	

Result	Indicator	Baseline	Mid-term target	End-of-Project target	Status per 30 September 2021	Comments / rating
					<p>Vincent &amp; Grenadines, respectively, to make fisherfolk leaders aware of StewardFish and SSF Gender project activities; introduce fisherfolk to gender concepts and their application to small-scale fisheries (SSF) to build capacity for ecosystem stewardship and implementation of the SSF Guidelines; and encourage participation of formal elected, informal non-elected and potential fisherfolk leaders (especially women and youth) in the gender analyses .</p> <p>Based on the results from the gender analysis of capacities and gaps in fisherfolk organisation leadership, between 30 – 36 participants took part in three 2-part women and youth specific training sessions, covering Navigating and Negotiating Leadership in FFOs; Introduction to proposal writing; Developing gender responsive proposals; Essentials of project management and Mainstreaming gender in project management.</p> <p>Report available on adaptation of existing leadership training resources with an emphasis on women and youth.</p>	
Output 1.1.1 Leaders with strengthened capacity in management, administration, planning sustainable finance, leadership and other operational skills	Number of FFO leaders, disaggregated by sex, that complete leadership capacity development activities	5 FFO leaders (4 men, 1 woman)	20 FFO leaders (15 men, 5 women)	40 FFO leaders (25 men, 15 women)	<p>30 FFO leaders (16 males, 14 females) participated in the Regional Mentor Training Workshop, fisherfolk organisational capacity assessments and received mentoring for the development of proposals in each country.</p> <p>6 NFOs and 1 Lead PFO from the seven project countries participated in the FFO organisational needs assessments and development of a Regional Capacity Building Strategy to Support Organisational Strengthening of Target Fisherfolk Organisations in the Caribbean.</p> <p>Feedback from this activity in Jamaica pointed out that civil society organisational capacity is constantly changing, so it was useful to conduct an updated organisational capacity assessment of the JFCU to get the most current snapshot of the organisation's priority needs.</p>	100%

Result	Indicator	Baseline	Mid-term target	End-of-Project target	Status per 30 September 2021	Comments / rating
					<p>Barbuda Fisherfolk Association, Antigua and Barbuda; Barbados National Union of Fisherfolk Organisations (BARNUFO), Barbados; Guyana National Fisherfolk Organisation (GNFO), Guyana; Saint Lucia Fisherfolk Cooperative Society Limited, Saint Lucia; and St Vincent &amp; Grenadines National Fisherfolks Co-Operative Limited (SVGNFO), St. Vincent &amp; Grenadines, with support from in-country mentors, developed ,and have been implementing pilot projects aimed at organizational strengthening of these FFOs, based on their respective organizational capacity assessments.</p> <p>30 fisherfolk leaders (15 males, 15 females) from 20 FFOs, based in 6 project and 6 non-project countries participated in the leadership training under the CNFO Leadership Institute. Due to the virtual nature of the delivery, fisherfolk leaders and fisheries officers from project and non-project countries took part in the training sessions.</p> <p>Report on the Profile of fisherfolk leaders in CRFM Member States available.</p>	
1.1.1.1: Determine the priority training needs and delivery mechanisms shared by FFO					CANARI	100%
1.1.1.2: Develop practical training packages, including exchanges, to cover priorities					CANARI	100%
1.1.1.3: Deliver training, network capacity builders with NFOs to form a CNFO 'leadership institute'					CNFO CERMES	100%
1.1.1.4: Conduct pilot projects for FFO management documenting lessons learned and best practices					CANARI	100%
Output 1.1.2: Information and communication technologies (ICT) used for good governance	Number of FFO that adopt ICT proficiency standards and best practices in support of good	0 FFO  Never done	10 FFOs	20 FFOs	<p>i) Instrument to conduct a gap analysis of the NFOs use of ICT in governance using a participatory approach</p> <p>ii) Report Methodology, Gap Analysis &amp; Recommendations for Improving the Use of ICT in Governance by NFOs and their Members.</p>	75%

Result	Indicator	Baseline	Mid-term target	End-of-Project target	Status per 30 September 2021	Comments / rating
	governance practices				<p>11 trainers from Antigua and Barbuda, Barbados, Belize, Jamaica, Saint Lucia, St. Vincent &amp; Grenadines and CNFO were trained to deliver 4 ICT for Governance Modules to NFOs and Lead PFOs.</p> <p>Based on an evaluation exercise, trainers agreed that the ICT4G course is useful to NFOs and found that the training of trainers workshop was a valuable use of their time.</p> <p>21 fisherfolk leaders (11 female, 10 male) from 11 FFOs in 6 project countries took part in the pilot training for fisherfolk leaders on ICT4Gov modules 1 and 2. Feedback from participants evaluation indicated that the pilot had assisted in developing new knowledge and skills; and that the knowledge could now be applied in a practical manner.</p>	
1.1.2.1: Analyse NFO capacity in ICT and share exemplary best practices					CIRP	100%
1.1.2.2: Provide hardware and software to NFO requiring ICT					FAO	50%
1.1.2.3: Develop ICT best practices for NFOs, along with ICT training to meet NFO proficiency standards					CIRP	100%
Output 1.1.3: Capacity for policy engagement, and of women as leaders, is strengthened	Number of FFO leaders trained in policy engagement, disaggregated by sex	5 FFO leaders (4 men, 1 woman)	20 FFOs leaders (15 men, 5 women)	40 FFOs leaders (25 men, 15 women)	<p>UWI-CERMES facilitated Policy Engagement and influence training sessions. Attendance, ranged from 35 – 56 participants (including fisherfolk from project and non-project countries, regional executing partners and CANARI mentors) per session.</p> <p>62 fisherfolk leaders (25 females and 37 males) were involved in four “Meet &amp; Greet” sessions prior to the conducting of the Gender Analyses in Guyana, Jamaica, Barbados and St. Vincent &amp; Grenadines, respectively. These sessions involved creating awareness about gender concepts and the need to address them in sustainable SSF development. Feedback from session evaluations indicated that (i) Core session leads and organisers believed the sessions were well attended, with good interaction from fisherfolk leaders, although cultural differences were observed with Guyana participants in which women leaders were more subdued in their contributions;</p>	100%

Result	Indicator	Baseline	Mid-term target	End-of-Project target	Status per 30 September 2021	Comments / rating
					<p>(ii) fisherfolk leaders were thought to have a good understanding of gender issues in the fishing industry and were willing to discuss them; and (iii) male fisherfolk leaders across project countries are supportive of women becoming more involved in the fishing industry and playing leadership roles.</p> <p>Based on the results from the gender analysis, UWI-CERMES conducted three 2-part women and youth specific training sessions, covering Navigating and Negotiating Leadership in FFOs; Introduction to proposal writing; Developing gender responsive proposals; Essentials of project management and Mainstreaming gender in project management. Between 30-36 participants were engaged each session.</p> <p>Report on adaptation of existing leadership training resources with an emphasis on women and youth.</p>	
1.1.3.1: Conduct national workshops to improve NFO engagement in fisheries policy					CNFO CERMES	100%
1.1.3.2: Conduct gender analysis to identify the capacity gaps of men and women, especially youth, in relation to fisherfolk leadership					CNFO CERMES	100%
1.1.3.3: Develop and offer training on leadership for women and youth informed by gender analysis					CNFO CERMES	100%
<p>Outcome 1.2</p> <p>Fisheries-related state agencies have capacity to support fishing industry stewardship</p>	<p>Number of fisheries-related state agencies that participate in FFO support capacity development activities</p> <p>Number of participating</p>	<p>3 fisheries-related state agencies.</p> <p>0 fisheries-related state agencies.</p>	<p>5 agencies</p> <p>5 agencies</p>	<p>7 agencies</p> <p>7 agencies</p>	<p>7 fisheries authorities and other related agencies, {111 persons [64 men and 47 women] from public sector (37 agencies), civil society (20 CSOs) and academia (2 institutes) engaged in the fisheries institution assessment validation workshops/webinars across the 7 project countries}.</p> <p>Based on the fisheries institution assessments for the seven project countries, capacity strengthening pilot projects are being implemented for fisheries authorities, covering such areas as review of the existing functions of a Fisheries Advisory Committee; review of a draft fisheries policy and development of recommendations to strengthen its application during and</p>	HS

Result	Indicator	Baseline	Mid-term target	End-of-Project target	Status per 30 September 2021	Comments / rating
	fisheries-related state agencies that report positive change due to FFO support capacity development activities				after COVID-19; development of a strategy and action plan for enhancing collaboration and coordination between a fisheries department and national and primary fisherfolk organizations; development of a communication strategy and action plan to improve knowledge sharing and effective communication of fisheries laws, policies and plans between the fisheries authority and fisherfolk.	
Output 1.2.1: State agency implementation gaps assessed regarding support for fisherfolk organizations and their role in stewardship	Number of fisheries-related state agencies that complete the gap analyses	0 fisheries-related state agencies	5 agencies	7 agencies	53 fisheries-related state agencies (including the 7 national fisheries authorities) were involved in the institutional and organisational analysis validation workshops/webinars in the 7 target countries.  An overall summary report, with seven individual country reports - Institutional analysis and organisational assessment of fisheries-related state agencies for enabling ecosystem stewardship in the Caribbean fisheries sectors – was prepared under this project.	100%
1.2.1.1 Conduct institutional analysis and organizational assessment in key fisheries related state agencies in the country and recommend priority improvement					CANARI	100%
Output 1.2.2: State agency prioritization capacity developed to support fisherfolk organizations and roles in stewardship	Number of fisheries-related state agencies that participate in gap filling activities	0 fisheries-related state agencies	5 agencies	7 agencies	Based on the fisheries institution assessments for the seven project countries, capacity strengthening pilot projects developed and implemented for fisheries authorities, covering such areas as review of the existing functions of a Fisheries Advisory Committee; review of a draft fisheries policy and development of recommendations to strengthen its application during and after COVID-19; development of a strategy and action plan for enhancing collaboration and coordination between a fisheries department and national and primary fisherfolk organizations; development of a communication strategy and action plan to improve knowledge sharing and effective communication of fisheries laws, policies and plans between the fisheries authority and fisherfolk.	60%
1.2.2.1 Undertake pilot projects to address priority implementation gaps and adapt current practices					CRFM	100%

Result	Indicator	Baseline	Mid-term target	End-of-Project target	Status per 30 September 2021	Comments / rating
<b>Component 2: Enhancing ecosystem stewardship for fisheries sustainability</b>						
Outcome 2.1 Increased participatory Ecosystem Approach to Fisheries (EAF) application with focus on healthier habitats and pollution reduction	Number of FFO leaders who engage in stewardship activities  Number of FFO leaders who report positive change due to engagement	5 FFO leaders (4 men, 1 woman).  0 FFO leaders. No good data on participation rates or positive outcomes	20 FFO leaders (15 men, 5 women) for participation and change	40 FFO leaders (25 men, 15 women) for participation and change	<p>Belize Fishermen Cooperative Association (BFCA); GNFO, Guyana; Jamaica Fishermen’s Cooperative Union (JFCU); Saint Lucia Fisherfolk Cooperative Society Limited (SLFCSL); and SVGNFO, St. Vincent &amp; Grenadines are implementing practical ecosystem stewardship pilot projects aimed at enhancing the role of these organisations in practicing ecosystem stewardship to safeguard the environment and fisheries resources. [35 fisherfolk (15 men and 10 women*) participated in the pilot project proposal development in Belize, Guyana, Jamaica, Saint Lucia and SVG (to date). *Gender disaggregated info. pending for Belize]</p> <p>Through Ecosystem Approach to Fisheries (EAF) training workshops (in-person and online) in the 7 project countries, fisherfolk and key stakeholders received training in EAF-based planning that promote socio-economic development; and learned about cross-cutting themes integrated into EAF such as gender, policy engagement and National Intersectoral Coordination Mechanisms (NICs). Participation included: Antigua &amp; Barbuda – 20 males, 4, 4 females; Barbados – 14 males, 27 females; Belize – 10 males, 3 females; Guyana – 6 males, 6 females; Jamaica – 14 males, 16 females; Saint Lucia – 10 males, 8 females; St. Vincent &amp; Grenadines – 20 males, 18 females.</p> <p>16 CNFO leaders ( 13 males, 3 females) developed the CNFO Regional Code of Conduct for Caribbean Fisheries.</p> <p>Report on the adaptation of the international guidelines to priorities of fisherfolk to achieve EAF objectives.</p> <p>Report on the Development of draft communication products for public consumption via social media, etc. – and establishment of and report on an analytics framework to measure the uptake and outcomes of communication.</p>	S

Result	Indicator	Baseline	Mid-term target	End-of-Project target	Status per 30 September 2021	Comments / rating
Output 2.1.1: Fisherfolk engaged in the management of marine protected areas or other coastal uses	Number of FFO leaders trained and mentored in EAF stewardship	5 FFO leaders (4 men, 1 woman)	20 FFO leaders (15 men, 5 women)	40 FFO leaders (25 men, 15 women)	BARNUFO (Bartbados); Belize Fishermen Cooperative Association (BFCA) Belize; GNFO, Guyana; Jamaica Fishermen's Cooperative Union (JFCU), Jamaica; Saint Lucia Fisherfolk Cooperative Society Limited (SLFCSL), Saint Lucia; and SVGNFO, St. Vincent & Grenadines are implementing practical ecosystem stewardship pilot projects aimed at enhancing the role of these organisations in practicing ecosystem stewardship to safeguard the environment and fisheries resources. [35 (+ Barbados) fisherfolk (15 men and 10 women*) participated in the pilot project proposal development stage in Belize, Guyana, Jamaica, Saint Lucia and SVG, *gender disaggregated info. pending for Belize]. Number of participants in Barbados pending.	90%
2.1.1.1 Train and mentor selected fisherfolk leaders to engage in coastal management generally					CANARI	100%
2.1.1.2 Conduct pilot projects to support fisherfolk engagement in coastal management					CANARI	100%
Output 2.1.2: Fisherfolks successfully applying EAF - supported by greater general public awareness of EAF	Number of EAF interventions that are undertaken by FFO leaders	0 FFO leaders  None doing this yet	10 FFO leaders (7 men, 3 women)	20 FFO leaders (15 men, 5 women)	EAF training workshops were conducted for seven StewardFish project countries: Barbados (29-30 September 2020), Belize (21-22 January 2021), Antigua and Barbuda (26-27 January 2021) and Saint Lucia (27-28 January 2021), Guyana (16 March 2021), Jamaica (2 March 2021) and St. Vincent & Grenadines (4 March 2021) [*at May 2021 40 to >100 FFO leaders were involved in these activities.  16 CNFO leaders (13 males, 3 females) were involved in the development of the CNFO Regional Code of Conduct for Caribbean Fisheries, which was endorsed by the CRFM Ministerial Council in May 2021.  Report on the adaptation of the international guidelines to priorities of fisherfolk to achieve EAF objectives.  Report on the Development of draft communication products for public consumption via social media, etc. – and establishment of and report on an analytics framework to measure the uptake and outcomes of communication.	100%

Result	Indicator	Baseline	Mid-term target	End-of-Project target	Status per 30 September 2021	Comments / rating
2.1.2.1 Train fisherfolk in specific EAF-based plans, providing gear, technology and skills to change their practices where required					CNFO CERMES	100%
2.1.2.2 Adapt international guidelines to produce codes of conduct and ethics based on EAF for local and national FFO					CNFO CERMES	100%
2.1.2.3 Use social media and low-cost communication to increase public awareness of EAF practices					CNFO CERMES	100%
<b>Component 3: Securing sustainable livelihoods for food and nutrition security</b>						
Outcome 3.1  Livelihoods throughout fisheries value chains balance development with conservation for food and nutrition security	Number of FFO leaders who engage in livelihood enhancement activities  Number of FFO leaders who report positive change due to engagement	5 FFO leaders (4 men, 1 woman)  0 Not applicable to pre-StewardFish	20 FFO leaders (15 men, 5 women) for participation and change	40 FFO leaders (25 men, 15 women) for participation and change	Reports on three fisheries value chains : Caribbean Spiny Lobster – Jamaica; Dolphinfinh – Barbados; and Queen Conch – St. Vincent and the Grenadines. Overall, participants in these analyses included representatives from fisheries-related state agencies (19 representatives), FFOs (11 representatives), private sector agencies (20 representatives), NGOs (2 representatives), and academia (4 representatives), with a role or interest in developing sustainable fisheries value chains in the respective target countries.  Report on “Lessons learned from fisheries-related livelihoods and socio-economic projects in the Caribbean”.  Report on the Examination of public policy and private sector purchasing practices to improve consumption and intra-region trade of seafood for the Caribbean small-scale fisheries sector. Overall, participants in this study included representatives from regional fisheries and trade related IGOs (6 representatives), fisheries-related state agencies (8 representatives), FFOs (6 representatives), private sector agencies (2 representatives), and academia (3 representatives).	S
Output 3.1.1: Schemes for sustainable fisheries livelihoods reviewed in order to learn from them and adapt future activities	Livelihood report with adaptation recommendations produced	0 reports	1 report	1 report	Reports on three fisheries value chains: Caribbean Spiny Lobster – Jamaica; Dolphinfinh – Barbados; and Queen Conch – St. Vincent & Grenadines. Overall, participants in these analyses included representatives from fisheries-related state agencies (19 representatives), FFOs (11 representatives), private sector agencies (20 representatives), NGOs (2 representatives), and academia (4 representatives), with a role or interest in	100%

Result	Indicator	Baseline	Mid-term target	End-of-Project target	Status per 30 September 2021	Comments / rating
					developing sustainable fisheries value chains in the respective target countries.  Report on "Lessons learned from fisheries-related livelihoods and socio-economic projects in the Caribbean"	
3.1.1.1 Compile and analyse data and information from livelihoods and socio-economic projects in order to learn from fisherfolk perspectives					CANARI	100%
3.1.1.2 Prepare and communicate best practices based on the results of the livelihoods projects analyses					CANARI	100%
3.1.1.3 Create profiles for fisheries livelihoods to integrate into training for fisherfolk implementation of EAF					CANARI	100%
Output 3.1.2: Use of local fish in healthy diets promoted through public policies and private enterprises	Value chain and marketing report with recommendations produced	0 reports	1 report	1 report	Report on the Examination of public policy and private sector purchasing practices to improve consumption and intra-region trade of seafood for the Caribbean small-scale fisheries sector. Overall, participants in this study included representatives from regional fisheries and trade related IGOs (6 representatives), fisheries-related state agencies (8 representatives), FFOs (6 representatives), private sector agencies (2 representatives), and academia (3 representatives)	100%
3.1.2.1 Analyse fisheries value chains and opportunities for new marketing and distribution seafood products that improve nutrition					CANARI	100%
3.1.2.2 Examine public policy and private sector purchasing practices of seafood to improve consumption and intra-regional trade					CANARI	100%
<b>Component 4: Project management, monitoring and evaluation, and communication</b>						
Outcome 4.1  Good governance and learning for adaptation institutionalized among fisherfolk organisations	Number of NFO participating in PM&E arrangements  Number of NFO leaders who report	0 NFO  0 NFO	5 NFO  5 NFO	7 NFO  7 NFO	The convening of meetings of NICs/FACs and FFOs were impacted by the COVID 19 pandemic, with the majority of project countries being unable to host face-to-face meetings.  BFA, BARNUFO, BFCA, GNFO, JFCU, SLFCSL and SVGNFO respectively, held a total of 34 NFO level meetings, while BARNUFO from Barbados took part in 2 FAC meetings, GNFO from Guyana in 2 FAC meetings, and SVGNFO from St. Vincent and the Grenadines in 1 FAC meeting and 3 other national intersectoral mechanism type meetings.	S

Result	Indicator	Baseline	Mid-term target	End-of-Project target	Status per 30 September 2021	Comments / rating
	learning due to engagement				<p>Study to identify suitable national intersectoral coordination mechanisms (NICs) in the seven project countries completed.</p> <p>Report on Guidance on the StewardFish review process and social learning required to facilitate adaptation among fisherfolk organisations.</p> <p>Report on the link between national and regional fisheries governance arrangements: A Guidance Document.</p>	
Output 4.1.1: Improved results and learning through fisherfolk participatory monitoring and evaluation	Number of PM&E meetings held	0 meetings	10 meetings. If over 1.5 years 3-4 meetings per year are held in 3-4 of the project countries	20 meetings. If same pattern in second half of project	<p>The convening of meetings of NICs/FACs and FFOs were impacted by the COVID 19 pandemic, with the majority of project countries being unable to host face-to-face meetings. In order to encourage and support meetings of the FFOs (identified as the primary arrangements to be engaged for the StewardFish project after investigating which NICs/FACs or FFOs would be best suited for facilitating the adoption of StewardFish), project partners - CNFO and the CRFM Secretariat - provided access to their Zoom and Go-to-Meeting virtual platforms, respectively. The aim of supporting these FFOs was 1) to provide an opportunity and space for FFO boards and their members to meet as they would under pre COVID-19 conditions; and 2) to ensure the StewardFish project was on relevant stakeholders and partners meeting agendas for discussion.</p> <p>Barbuda Fisherfolk Association (BFA), BARNUFO, BFCA, GNFO, JFCU, SLFCSL and SVGNFO from Antigua and Barbuda, Barbados, Belize, Guyana, Jamaica, Saint Lucia and St. Vincent and the Grenadines, respectively, held a total of 34 NFO level meetings, while BARNUFO from Barbados took part in 2 FAC meetings, GNFO from Guyana in 2 FAC meetings, and SVGNFO from St. Vincent and the Grenadines in 1 FAC meeting and 3 other national intersectoral mechanism type meetings.</p>	70%

Result	Indicator	Baseline	Mid-term target	End-of-Project target	Status per 30 September 2021	Comments / rating
					Study to identify suitable national intersectoral coordination mechanisms (NICs) in the seven project countries completed.  Report on Guidance on the StewardFish review process and social learning required to facilitate adaptation among fisherfolk organisations. Report on the link between national and regional fisheries governance arrangements: A Guidance Document	
4.1.1.1 Hold quarterly meeting of NICs, such as FAC, or the NFO and fisheries authority at which StewardFish review is on the agenda in each country and share the PM&E findings regionally					CNFO CERMES	70%
Output 4.1.2: Annual project participant conferences, web site outputs and best practice guidelines for fisherfolk-centred PM&E based on learning-by-doing	Number of lessons learned outputs shared regionally and globally	0 products	2 products	5 products	A great number of products were generated by the project. CANARI launched a dedicated webpage to the project: <a href="https://canari.org/stewardfish-project">https://canari.org/stewardfish-project</a> The project was featured in the CERMES Connections newsletter, a special StewardFish newsletter, flyers and several other visibility products.  Learning and good practices notes were produced.	100%
4.1.2.1 Integrate the lessons learned into best practice guidelines and the products of CLME+ IW:LEARN etc.					CERMES	100%
Output 4.1.3: Project Mid-Term Review and Final Evaluation		0	Mid-term Review completed and shared with partners	Final Evaluation completed and shared with partners	Mid-Term Review was cancelled. The Final Evaluation was done from September 2021 – April 2022.	80%
4.1.3.1 Undertake mid-term review					FAO-SLC	N/A
4.1.3.2 Undertake final evaluations					FAO-OED	80%

## Appendix 7: GEF International Waters Tracking Tool

GEF International Waters Tracking Tool				
<p><b>NOTE:</b> Please address all boxes colored blue</p>		<p>GEF Project ID: 9720</p>	<p>GEF Implementing Agency: FAO Contact Person:</p>	
<p>Select GEF Replenishment:</p>		<p>GEF-6</p>	<p>Project Title and name of Program if applicable: Developing Organisational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish) project</p>	
		<p>GEF Allocation (\$USD): 1,776,484</p>	<p>Countries: Antigua &amp; Barbuda, Barbados, Belize, Guyana, Jamaica, Saint Lucia and St. Vincent &amp; Grenadines</p>	
A IW GEF 6 CORE INDICATORS				
A	<p><b>Enhanced Water-Food-Energy-Ecosystems security and conjunctive management of surface and groundwater</b></p>			# of Basins
	<p><b>Reduced nutrient pollution and hypoxia (in GEF-eligible LMEs)</b></p>			LME name
	<p><b>Length of Coastline in GEF-eligible Large Marine Ecosystems under ICM (in GEF-eligible Large Marine Ecosystems) AND Contribute to preventing further loss and degradation in most significant marine protected areas (ha)</b></p>			# in km
	<p><b>-Globally over-exploited fisheries moved to more sustainable levels</b></p>			% (by volume)
B PROCESS INDICATORS				
		<p>Select project's Operational Program(s), Strategic Program(s), or objective(s) below. If multiple OP/SP/Obj is appropriate for a given indicator then select "Multiple" from the dropdown list:</p>		
	Indicators	Scroll down menu of ratings	Notes:	Ratings
1	Regional legal agreements/co operative frameworks	3	Regional Code of Conduct for Caribbean Fisheries was prepared and was endorsed by the CRFM Ministerial Council in May 2021.	<p>1 = No legal agreement/cooperation framework in place 2 = Regional legal agreement negotiated but not yet signed 3 = Countries signed legal agreement 4 = Legal agreement ratified and entered into force</p>
2	Regional management institutions (RMI)	N/A	No new RMI established (but the CNFO Leadership Institute was established and is functional).	<p>1 = No RMI in place 2 = RMI established but functioning with limited effectiveness, &lt; 50% countries contributing dues 3 = RMI established and functioning, &gt;50% of countries contributing dues 4 = RMI in place, fully functioning and core functions fully sustained by at or near 100% country contributions or other sustainable revenues of the RMI</p>

3	(ABNJ only) Management measures incorporated in the institutional mandates and/or management action frameworks of Global/Regional Management Bodies	N/A		<p>1 = No relevant management measures in ABNJ in Global/Regional Management Body</p> <p>2 = Management measures in ABNJ designed but not formally adopted</p> <p>3 = Management measures in ABNJ formally adopted by Global/Regional Management Body</p> <p>4 = Implementation of management measures in ABNJ being regularly by Global/Regional Management Body</p>
4	National Inter-Ministerial Committees (IMCs)	1	No new IMCs were established but a study to identify national intersectoral coordinating mechanisms (NICs) was completed.	<p>1 = No IMCs established</p> <p>2 = IMCs established and functioning, &lt; 50% countries participating</p> <p>3 = IMCs established and functioning, &gt; 50% countries participating</p> <p>4 = IMCs established, functioning and formalized thru legal and/or institutional arrangements, in most participating countries</p>
5	National/Local reforms	2	Regional Code of Conduct for Caribbean Fisheries and EAF principles being mainstreamed into national fisheries policy and mgt plans in some of the countries (to verify); strengthening fisheries policy for small scale fishers (Barbados).	<p>1 = No national/local policies or revision drafted</p> <p>2 = National/ local policies drafted but not yet adopted</p> <p>3 = National/legal policies adopted with technical/enforcement mechanism in place</p> <p>4 = National/ legal policies implemented</p>
6	Transboundary Diagnostic Analysis, including revised (TDA): Agreement on transboundary priorities and root causes	N/A		<p>1 = No progress on TDA</p> <p>2 = Priority TB issues identified and agreed on but based on limited effect information; inadequate root cause analysis</p> <p>3 = Priority TB issues agreed on based on solid baseline effect info; root cause analysis is inadequate</p> <p>4 = Regional agreement on priority TB issues drawn from valid effect baseline, immediate and root causes properly determined</p>
7	Development of Strategic Action Plan (SAP)	N/A		<p>1 = No development of SAP</p> <p>2 = SAP developed, including clear targets, commitments and time frames addressing key TB concerns spatially</p> <p>3a = SAP signed on ministerial level (no clear targets); 3b = SAP with clear targets signed on ministerial level</p> <p>4 = Adoption of SAP into National Action Plans (NAPs) and/or SAP commitments</p>

				incorporated within national sectoral plans
8	SAP addresses groundwater governance and enhancing conjunctive management of surface and groundwater (as applicable)	N/A		<p>1 = N/A</p> <p>2 = TDA/SAP consider role of groundwater qualitatively; no relevant action needs identified in SAP</p> <p>3 = TDA/SAP analyze role of groundwater on national and transboundary levels and identifies need for additional information &amp; knowledge in SAP (as applicable)</p> <p>4 = TDA/SAP fully recognize role of groundwater for development and identifies governance and managements needs adequately in SAP</p>
9	TDA/SAP addresses Nexus dimensions	N/A		<p>1= TDA/SAP does not consider Water-Food-Energy-ecosystems nexus</p> <p>2 = TDA/SAP addresses Nexus dimensions qualitatively but identified actions are not aligned with analysis</p> <p>3 = TDA/SAP makes an effort to specify and estimate Nexus synergies and trade-offs in prioritization of investments;</p> <p>4 = Water-Food-Energy-Ecosystem Nexus fully recognized as providing benefits for cooperation and investments identified and prioritized accordingly</p>
10	Proportion of Countries that have adopted SAP	7/7	Relevant to Stewardfish, CLME+ SAP has been adopted by all the StewardFish participating countries (under the CLME project)	Number of countries adopted SAP / total number of countries - e.g. 3 countries adopted /10 total countries in project, so 3/10
11	Proportion of countries that are implementing specific measures from the SAP (i.e. adopted national policies, laws, budgeted plans)	7/7	All the Stewardfish countries are contributing to implementation of the CLME+ SAP	Number of countries implementing adopted SAP / total number of countries - e.g. 3 countries implementing /10 total countries in project, so 3/10

12	SAP implementation finance secured by governments and development partners	1	Relevant to the CLME+ project but Stewardfish is contributing to SAP implementation	SAP implementation finance secured for: 1= Only GEF and co-finance; 2= 25 % 3= 50 % 4 = > 50 % of total estimated SAP implementation costs
<b>C</b>	<b>STRESS REDUCTION INDICATORS</b>			
	Indicators	<i>Scroll down menu of ratings</i>		Ratings
13	Types of mechanisms in place to produce a monitoring report on stress reduction measures?	3		1 = No mechanisms in place to monitor/report change 2 = Some national/regional monitoring mechanisms, but they do not satisfy the project related indicators. 3 = monitoring mechanisms in place for some of the project related indicators 4 = Mechanisms in place and sustainable for long-term monitoring
14	Stress reduction measurements incorporated by project through improved management of:	Choose Management Mechanism from list below:	Please specify the area or length of coastline currently under improved management out of total area identified by project below (e.g. 10,000/100,000 Ha):	Management Mechanisms: 1 = Integrated Water Resource Management (watershed, lakes, aquifers) 2 = Integrated Coastal Management 3 = Marine Spatial Planning 4 = Marine Protected areas
		2		
15	<i>Please specify the types of technologies and measures implemented in demo investments (Column D) and their respective results (Column I):</i>			
	Local investment #1	<i>Stress Reduction Measurements (Choose up to five)</i>		<i>Please enter amount/value of respective stress reduction below:</i>
		1	1 = Municipal wastewater pollution reduction - N, P & BOD (kg/yr) 2 = Industrial wastewater pollution reduction - pollutant; estimated kg/yr 3 = Agriculture pollution reduction practices - ha of practices; estimate of N, P & BOD kg/yr	Pilot projects on litter, dumping of garbage, and fish waste. Quantities not available (Guyana, Saint Lucia, St Vincent & Grenadines)
		5	4 = Restored habitat, including wetlands - ha restored 5 = Conserved/protected wetland, MPAs, and fish refugia habitat - ha applied 6 = Reduced fishing pressure - tons/yr reduction; % reduction in fleet size	Pilot project on coral reef rehabilitation (Jamaica) .Area not available
		6	7 = Improved use of fish gear/techniques - % vessels applying improved gear/techniques 8 = Water use efficiency measures - m <sup>3</sup> /yr water saved 9 = Improved irrigation practices - m <sup>3</sup> /ha/yr water saved	Pilot project on reef fish management (Barbados)
10	10 = Alternative livelihoods introduced - # people provided alternative livelihoods 11 = Catchment protection measures - ha under improved catchment management 12 = Aquifer pumping reduction - m <sup>3</sup> /yr water saved	Fish silage use introduced.		

		<p>13 = Aquifer recharge area protection - ha protected                  14 = Managed Aquifer Recharge (MAR) - volume                  15 = Pollution reduction to aquifers - kg/ha/year reduction                  16 = Invasive species reduction - ha and/or #'s of targeted area                  17 = Amount of \$ leveraged from private sector                  18 = Integrated Water Resource Management (Ha)                  19= Integrated Coastal Management (Ha)                  20= Other - please specify in box below</p>		
	<i>Briefly describe investment in a 100 words or less:</i>			
	Local investment #2	<i>Stress Reduction Measurements (Choose up to five)</i>		<i>Please enter amount/value of respective stress reduction below.</i>
			<p>1 = Municipal wastewater pollution reduction - N, P &amp; BOD (kg/yr)                  2 = Industrial wastewater pollution reduction - pollutant; estimated kg/yr                  3 = Agriculture pollution reduction practices - ha of practices; estimate of N, P &amp; BOD kg/yr                  4 = Restored habitat, including wetlands - ha restored                  5 = Conserved/protected wetland, MPAs, and fish refugia habitat - ha applied                  6 = Reduced fishing pressure - tons/yr reduction; % reduction in fleet size                  7 = Improved use of fish gear/techniques - % vessels applying improved gear/techniques                  8 = Water use efficiency measures - m<sup>3</sup>/yr water saved                  9 = Improved irrigation practices - m<sup>3</sup>/ha/yr water saved                  10 = Alternative livelihoods introduced - # people provided alternative livelihoods                  11 = Catchment protection measures - ha under improved catchment management                  12 = Aquifer pumping reduction - m<sup>3</sup>/yr water saved                  13 = Aquifer recharge area protection - ha protected                  14 = Managed Aquifer Recharge (MAR) - volume                  15 = Pollution reduction to aquifers - kg/ha/year reduction                  16 = Invasive species reduction - ha and/or #'s of targeted area                  17 = Amount of \$ leveraged from private sector                  18 = Integrated Water Resource Management (Ha)                  19= Integrated Coastal Management (Ha)                  20= Other - please specify in box below</p>	
<i>Briefly describe investment in a 100 words or less:</i>				
Local investment #3	<i>Stress Reduction Measurements (Choose up to five)</i>		<i>Please enter amount/value of respective stress reduction below.</i>	
		<p>1 = Municipal wastewater pollution reduction - N, P &amp; BOD (kg/yr)                  2 = Industrial wastewater pollution reduction - pollutant; estimated kg/yr                  3 = Agriculture pollution reduction practices - ha of practices; estimate of N, P &amp; BOD kg/yr                  4 = Restored habitat, including wetlands - ha restored                  5 = Conserved/protected wetland, MPAs, and fish refugia habitat - ha applied</p>		

		<p>6 = Reduced fishing pressure - tons/yr reduction; % reduction in fleet size</p> <p>7 = Improved use of fish gear/techniques - % vessels applying improved gear/techniques</p> <p>8 = Water use efficiency measures - m<sup>3</sup>/yr water saved</p> <p>9 = Improved irrigation practices - m<sup>3</sup>/ha/yr water saved</p> <p>10 = Alternative livelihoods introduced - # people provided alternative livelihoods</p> <p>11 = Catchment protection measures - ha under improved catchment management</p> <p>12 = Aquifer pumping reduction - m<sup>3</sup>/yr water saved</p> <p>13 = Aquifer recharge area protection - ha protected</p> <p>14 = Managed Aquifer Recharge (MAR) - volume</p> <p>15 = Pollution reduction to aquifers - kg/ha/year reduction</p> <p>16 = Invasive species reduction - ha and/or #'s of targeted area</p> <p>17 = Amount of \$ leveraged from private sector</p> <p>18 = Integrated Water Resource Management (Ha)</p> <p>19= Integrated Coastal Management (Ha)</p> <p>20= Other - please specify in box below</p>	
		<i>Briefly describe investment in a 100 words or less:</i>	
		<i>NOTE: If the project has more than three local investments, please fill out the Annex A found in the worksheet tabs below.</i>	

<b>D WATER, ENVIRONMENTAL &amp; SOCIOECONOMIC STATUS Indicators</b>				
	Indicators	<i>Scroll down menu of ratings</i>		Ratings
16	Number of national/regional/global policies, legislation, plans and strategies that incorporate gender dimensions		<i>For indicators 16, 17, 18: no explanation of what the ratings mean is provided in the tool (cannot enter or select the numbers requested)</i>	
17	Number of women and men as direct beneficiaries of project activities		<i>For indicators 16, 17, 18: no explanation of what the ratings mean is provided in the tool (cannot enter or select the numbers requested)</i>	
18	Number of civil society stakeholders/participants engaged in TDA/SAP development (gender disaggregated)		<i>For indicators 16, 17, 18: no explanation of what the ratings mean is provided in the tool (cannot enter or select the numbers requested)</i>	

19	Types of mechanisms and project indicators in place to monitor the environmental status of the waterbody?	2	Mechanisms are previously existing for other indicators. Stewardfish can help to strengthen these mechanisms through strengthened capacity in participatory monitoring and evaluation.	1 = No mechanisms in place 2 = Some national/regional monitoring mechanisms, but they do not satisfy the project related indicators. 3 = Monitoring mechanisms in place for some of the project related indicators 4 = Mechanisms in place for project related indicators and sustainable for long-term monitoring
<b>E</b>				
<b>IW:LEARN Indicators</b>				
	Indicators	<i>Scroll down menu of ratings</i>		Ratings
20	Participation in IW events (GEF IWC, Training, Twinning and other IW:LEARN activities)	1	To verify.	1 = No participation 2 = Documentation of minimum 1 event or limited Twinning participation 3 = Strong participation in training/twinning and in IWC 4 = Country participation in IWC, and submission of at least one Results & one Experience Note
21	Project website (according to IW:LEARN guidelines)	1	No project website was created but project information and outputs are available through partners' websites.	1 = No project website 2 = Website not in line with IW:LEARN guidelines, not regularly updated 3 = Website in line with IW:LEARN guidelines, and regularly updated 4 = Website in line with IW:LEARN guidelines, and contributing spatial and other data to IWLEARN.net
			Date Completed:	15/3/2022

## Appendix 8. GEF Co-financing Table

Source of Co-financing	Name of Co-Financer	Amount Confirmed at CEO endorsement		Amount materialized (30 June 2021)	
		Cash	In-kind	Cash	In-kind
Governmental	Antigua & Barbuda		500,000		161,154
	Barbados	75,000	425,000	50,000	246,590
	Belize		1,800,000		1,636,130
	Guyana		870,000		870,088
	Jamaica		200,000		188,000
	Saint Lucia	120,600	322,400	90,292	270,321
	St. Vincent & Grenadines		500,000		500,000
Inter-Governmental	CRFM		150,000		150,000
	FAO-WECAFC	200,000	300,000	10,000	94,422
Academic	UWI-CERMES		350,000		350,000
Non-Governmental	CANARI		300,000		300,000
	CNFO		1,000,000		1,000,000
<b>Total</b>		<b>395,600</b>	<b>6,717,400</b>	<b>150,292</b>	<b>5,766,705</b>
<b>GRAND TOTAL</b>			<b>7,113,000</b>		<b>5,916,997</b>

## Appendix 9. Results-Based Budget and Expenditures of the StewardFish Project<sup>48</sup>

Result	Original Budget GEF Contr. (US\$) <sup>49</sup>	Final Budget GEF Contr. (US\$)	Exp. 31 Dec 2021 GEF Contr. (US\$)
<b>Component 1: Developing organisational capacity for fisheries governance</b>		<b>584,541</b>	<b>591,353</b>
<b>Outcome 1.1 : Fisherfolk have improved their organization capacity to meet objectives that enhance well-being</b>		<b>371,245</b>	<b>378,057</b>
<b>Output 1.1.1: Leaders with strengthened capacity in management, administration, planning sustainable finance, leadership and other operational skills</b>		<b>146,069</b>	<b>146,069</b>
1.1.1.1: Determine the priority training needs and delivery mechanisms shared by FFO		29,847 <sup>50</sup>	29,847
1.1.1.2: Develop practical training packages, including exchanges, to cover priorities		29,847	29,847
1.1.1.3: Deliver training, network capacity builders with NFOs to form a CNFO 'leadership institute'		56,529	56,529
1.1.1.4: Conduct pilot projects for FFO management documenting lessons learned and best practices		29,847	29,847
<b>Output 1.1.2: Information and communication technologies (ICT) used for good governance</b>		<b>99,589</b>	<b>106,401</b>
1.1.2.1: Analyse NFO capacity in ICT and share exemplary best practices		14,402	14,402
1.1.2.2: Provide hardware and software to NFO requiring ICT		50,000	56,812
1.1.2.3: Develop ICT best practices for NFOs, along with ICT training to meet NFO proficiency standards		35,187	35,187
<b>Output 1.1.3: Capacity for policy engagement, and of women as leaders, is strengthened</b>		<b>125,587</b>	<b>125,587</b>
1.1.3.1: Conduct national workshops to improve NFO engagement in fisheries policy		43,529	43,529
1.1.3.2: Conduct gender analysis to identify the capacity gaps of men and women, especially youth, in relation to fisherfolk leadership		41,029	41,029
1.1.3.3: Develop and offer training on leadership for women and youth informed by gender analysis		41,029	41,029
<b>Outcome 1.2 : Fisheries-related state agencies have capacity to support fishing industry stewardship</b>		<b>213,296</b>	<b>213,296</b>
<b>Output 1.2.1: State agency implementation gaps assessed regarding support for fisherfolk organizations and their role in stewardship</b>		<b>118,311</b>	<b>118,311</b>
1.2.1.1 Conduct institutional analysis and organizational assessment in key fisheries related state agencies in the country and recommend priority improvement		118,311	118,311
<b>Output 1.2.2: State agency prioritization capacity developed to support fisherfolk organizations and roles in stewardship</b>		<b>94,985</b>	<b>94,985</b>
1.2.2.1 Undertake pilot projects to address priority implementation gaps and adapt current practices		94,985	94,985

<sup>48</sup> The overall Results-Based project budget was drawn up by integrating the final approved budgets presented in the Letters of Agreement with each of the project partners (CANARI, CNFO, CRFM, UWI-CERMES and UWI-CIRP) and the budget summary included in the Annual Workplan and budget 2020.

<sup>49</sup> Data from project document.

<sup>50</sup> General administrative expenses and common costs budgeted for each of the project partners have been divided equally over the pertinent activities.

<b>Result</b>	<b>Original Budget GEF Contr. (US\$)</b>	<b>Final Budget GEF Contr. (US\$)</b>	<b>Exp. 31 Dec 2021 GEF Contr. (US\$)</b>
<b>Component 2: Enhancing ecosystem stewardship for fisheries sustainability</b>		<b>248,087</b>	<b>248,087</b>
<b>Outcome 2.1 : Increased participatory Ecosystem Approach to Fisheries (EAF) application with focus on healthier habitats and pollution reduction</b>		<b>248,087</b>	<b>248,087</b>
<b>Output 2.1.1: Fisherfolk engaged in the management of marine protected areas or other coastal uses</b>		<b>100,500</b>	<b>100,500</b>
2.1.1.1 Train and mentor selected fisherfolk leaders to engage in coastal management generally		100,500	100,500
2.1.1.2 Conduct pilot projects to support fisherfolk engagement in coastal management		0	0
<b>Output 2.1.2: Fisherfolks successfully applying EAF - supported by greater general public awareness of EAF</b>		<b>147,587</b>	<b>147,587</b>
2.1.2.1 Train fisherfolk in specific EAF-based plans, providing gear, technology and skills to change their practices where required		85,862	85,862
2.1.2.2 Adapt international guidelines to produce codes of conduct and ethics based on EAF for local and national FFO		20,862	20,862
2.1.2.3 Use social media and low-cost communication to increase public awareness of EAF practices		40,862	40,862
<b>Component 3: Securing sustainable livelihoods for food and nutrition security</b>		<b>77,589</b>	<b>77,589</b>
<b>Outcome 3.1 : Livelihoods throughout fisheries value chains balance development with conservation for food and nutrition security</b>		<b>77,589</b>	<b>77,589</b>
<b>Output 3.1.1: Schemes for sustainable fisheries livelihoods reviewed in order to learn from them and adapt future activities</b>		<b>58,802</b>	<b>58,802</b>
3.1.1.1 Compile and analyse data and information from livelihoods and socio-economic projects in order to learn from fisherfolk perspectives		21,227	21,227
3.1.1.2 Prepare and communicate best practices based on the results of the livelihoods projects analyses		18,787	18,787
3.1.1.3 Create profiles for fisheries livelihoods to integrate into training for fisherfolk implementation of EAF		18,787	18,787
<b>Output 3.1.2: Use of local fish in healthy diets promoted through public policies and private enterprises</b>		<b>18,787</b>	<b>18,787</b>
3.1.2.1 Analyse fisheries value chains and opportunities for new marketing and distribution seafood products that improve nutrition		18,787	18,787
3.1.2.2 Examine public policy and private sector purchasing practices of seafood to improve consumption and intra-regional trade		0	0
<b>Component 4: Project management, monitoring and evaluation, and communication (Sub-contracts)</b>		<b>58,782</b>	<b>58,782</b>
<b>Outcome 4.1 : Good governance and learning for adaptation institutionalized among fisherfolk organisations</b>		<b>58,782</b>	<b>58,782</b>
<b>Output 4.1.1: Improved results and learning through fisherfolk participatory monitoring and evaluation</b>		<b>45,891</b>	<b>45,891</b>
4.1.1.1 Hold quarterly meeting of NICs, such as FAC, or the NFO and fisheries authority at which StewardFish review is on the agenda in each country and share the PM&E findings regionally		45,891	45,891
<b>Output 4.1.2: Annual project participant conferences, web site outputs and best practice guidelines for fisherfolk-centred PM&amp;E based on learning-by-doing</b>		<b>12,891</b>	<b>12,891</b>
4.1.2.1 Integrate the lessons learned into best practice guidelines and the products of CLME+ IW:LEARN etc.		12,891	12,891
<b>TOTAL 1: SUB-CONTRACTS &amp; Non-Expendable procurement</b>	<b>1,034,000</b>	<b>968,999</b>	<b>975,811</b>

<b>Result</b>	<b>Original Budget GEF Contr. (US\$)</b>	<b>Final Budget GEF Contr. (US\$)</b>	<b>Exp. 31 Dec 2021 GEF Contr. (US\$)</b>
<b>Output 4.1.3: Project Mid-Term Review and Final Evaluation</b>	<b>111,550</b>	<b>111,550</b>	<b>0</b>
4.1.3.1 Undertake mid-term review	25000	25,000	0
4.1.3.2 Undertake final evaluations & Terminal Report	86550	86,550	0
<b>Project Management Costs (PMC) &amp; International Consultants</b>	<b>630,934</b>	<b>585,934</b>	<b>555,965</b>
Professional salaries	84,594	161,499	0
Consultants	245,372	247,095	510,998
Travel	166,249	112,107	37,521
Training	17,580	17,580	7,184
General Operating Expenses & Contingencies	117,139	47,653	262
<b>TOTAL 2: PMC, Evaluations &amp; Final Reporting</b>	<b>742,484</b>	<b>697,484</b>	<b>555,965</b>
<b>TOTAL 1 &amp; 2</b>	<b>1,776,484</b>	<b>1,666,483</b>	<b>1,531,776</b>
<b>Final project activities SVG and BAR</b>	<b>0</b>	<b>196,550</b>	<b>149,216</b>
Adjustment	0	-86,549 <sup>51</sup>	
<b>TOTAL BUDGET GEF CONTRIBUTION (US\$)</b>	<b>1,776,484</b>	<b>1,776,484</b>	<b>1,680,992</b>

(94.6% spent)

<sup>51</sup> The final budget for the GEF Contribution to StewardFish is higher than the approved amount (US\$1,776,484).

## Appendix 10. Comments received on the Draft Evaluation Report.

Commenting entity/person	Report or country study/Paragraph/Chapter	Comment	Evaluation team's response
LTO & Former RPC	Terminal evaluation of "Developing Organisational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish)"		
	Under Effectiveness – achievement of project results 7, page xi: ... CNFO virtual Caribbean Leadership Institute ...	It may be better to use CNFO Leader Institute, and leave out the "virtual". It was "virtual" due to the COVID 19 situation, but in future may be more face to face or a mix. Also, it may be better to leave out "Caribbean" in CNFO Caribbean Leadership Institute as "Caribbean" is already mentioned in Caribbean Network of Fisherfolk Organizations (CNFO). Maybe this matter could be discussed with the CNFO.	Accepted, but the term "Leadership" was maintained. The designation "CNFO Leadership Institute (CLI)" is now used throughout the report. CLI has also been included in the Abbreviations and Acronyms, page viii.
	Under Efficiency 9, page xii: The project was extended three times for short periods.	This was mainly due to the COVID 19 disruption and the need to make adjustments for the delivery of some activities, especially on the ground ones.	Accepted. The phrase "mainly due to the COVID-19 disruptions" was integrated.
	Under Efficiency 10, page xii: Each of the Letters of Agreement (LoAs) between FAO and the co-executing partners needed to be amended several times.	It should be recognized that this was also due to the COVID 19 disruption and the need to make adjustments for the delivery of project activities, including moving most implementation online as well as providing flexibility in the delivery of activities.  There should be more consistency in the way this is presented throughout the report.	Text was modified. The phrase "mainly to reflect budget amendments, changes of scope and extensions which had become necessary due to COVID-19 disruptions" has been added. See also Table 3 in Section 3.3.
	Under Sustainability 11, page xii: .... if financial resources continue to be available.	It should also be noted that resources could become available under such GEF funded projects as the BE:CLME+, PROCARIBE, EAF4SG, REBYC-III CLME+ so the CNFO should remain engaged or seek to engage with such projects. CNFO has also been receiving funds under FAO funded activities to implement the SSF Guidelines.	These specifications are too detailed for the Executive Summary but have been included in the main text, para 130.
	Under Monitoring and Evaluation 14, page xiii: ... However, a Terminal Report (narrative and financial), which is required by FAO and GEF, was not made available to the TE consultants during the conduct of the TE. ...	It should be noted that a Draft Terminal Report was subsequently prepared and provided to FAO on March 28, 2022. However, it would appear that it was only brought to the attention of the TE in May 2022, at which time the Draft Final Evaluation had been completed.	This information has been included as a footnote in the main text, para 155.

Commenting entity/person	Report or country study/Paragraph/Chapter	Comment	Evaluation team's response
	<p>Under Financial management and mobilisation of expected co-financing 17, page xiii:</p> <ol style="list-style-type: none"> <li>1. The post of Capacity Development Specialist was cancelled and integrated into the tasks of the Project Coordinator and the duties of the regional partners.</li> <li>2. Similarly, the posts for three international consultants, respectively regarding institutional analysis, livelihood analysis and socio-economic &amp; gender analysis, as well as for four resource persons, were absorbed by the regional partners which had the relevant expertise.</li> </ol>	<ol style="list-style-type: none"> <li>1. It should be noted that the post of Capacity Development Specialist was merged with that of the Regional Project Coordinator, as the funds allocated for each position were insufficient.</li> <li>2. This was in keeping with the decision of the Inception Workshop to let the regional executing partners take the lead on the delivery of project activities for which they had the competence and interest in delivering.</li> </ol> <p>There should be more consistency in the way this matter is presented/reported throughout the report.</p>	<p>Paragraph 17 of the Executive Summary was edited, as was para 178 of the main text.</p>
	<p>Under Communication, knowledge management and knowledge products 20, page xiv: ... However, accessibility to and the technical level of some of the documents are a challenge for most fisherfolk and there is need for more products that are targeted to specific non-technical audiences. ...</p>	<p>It should be noted that when final documents became available, they were shared by Project Management with NFAs, NFOs and the CNFO, with the latter being seen as a repository for such resource materials under the CNFO LI.</p> <p>In most cases, besides technical reports, suitable /appropriate communication products were identified within the respective regional executing partners LoAs, and these were prepared and distributed. In other instances, when it was recognized that the technical report submitted would be challenging to the target audience, this was brought to the attention of the regional partner and a suitable communication product would be prepared and disseminated.</p>	<p>This comment does not require a change in the text of paragraph 20 of the Executive Summary. However pertinent information was integrated in the main text of the report, paragraphs 194 and 196.</p>
	<p>Under Knowledge management, page xv: ... Knowledge management was done by the regional partners, which published and distributed the products and incorporated them into their PM&amp;E systems. ...</p>	<p>Knowledge management was being done jointly with the regional executing partners, as the types of products to be produced were included in their respective LOAs, which had to be reviewed and approved by Project Management. Products prepared were included in the progress reports submitted to Project Management, for review and feedback. On finalisation, in keeping with the</p>	<p>Paragraph 23 (c) was edited as follows: "Knowledge management was done jointly by the PMU and the regional partners, which published and distributed the products and</p>

Commenting entity/person	Report or country study/Paragraph/Chapter	Comment	Evaluation team's response
		<p>approach to the distribution of the products discussed at the monthly regional partners check in, regional project partners undertook to publish and include the products on their respective websites, while Project Management undertook to upload all products on the CLME+ Hub, which would serve as a common repository and facilitate regional and global access. Project Management uploaded the final versions of documents to the CLME+ Hub, after approaching the CLME+ PCU and having the admin assistant trained to do so. This was an ongoing exercise.</p>	<p>incorporated them into their PM&amp;E systems. .... The PMU undertook to upload all products on the CLME+ Hub.</p> <p>Further, pertinent information was integrated in the main text of the report, paragraphs 193 and 198.</p>
	<p>Under GEF rating table (summarized)2 - B. Effectiveness, page xvii: ... However, Outcome 3.1 was articulated too ambitious and cannot be achieved through the execution of the stated outputs, ...</p>	<p>Outcome 3.1 needs to be dealt with in the context of addressing Barrier 4: Sustainable fisheries livelihood strategies do not benefit from systematic learning from experience and compilation of best practices for use in interventions. The activities identified in the ProDoc to address this barrier were approved by the Inception Workshop and undertaken.</p> <p>The intention of the project, under Component 3: Securing sustainable livelihoods for food and nutrition security was not to undertake livelihoods diversification activities for fishers and fish workers along the value chain, but to address the barrier mentioned above, and as set out in the ProDoc. As such, under Outcome 3.1/Output 3.1.1, the project conducted research on livelihood projects in order to learn about achievements and issues from fisherfolk perspectives. Using the SSF Guidelines and CCCFP as context, the project prepared and communicated best practices based on the results of the livelihoods projects analyses. Created profiles for sustainable fisheries livelihoods (inclusive of alternative livelihoods, complementary or supplementary livelihoods). In complementary activities under Output 3.1.2, the project analysed selected fisheries value chains and mapped opportunities for additional marketing and distribution of current and new seafood products, especially consistent with childhood nutrition. It also examined public policy and private sector purchasing practices for local and regional seafood, with public discussion on improving consumption and intra-regional trade, and reviewed regional and national school feeding initiatives. However, in response to some</p>	<p>Rejected, however explanatory text has been added to paragraph 52 while the results were already described in paragraphs 91-94 of the main text.</p> <p>To note that the indicators for outcome 3 do not respond to measuring the reduction of the barrier.</p>

Commenting entity/person	Report or country study/Paragraph/Chapter	Comment	Evaluation team's response
		concerns expressed regarding actual on the ground activities, the project responded by utilizing unspent funds and added value to Component 3 by delivering the CFP Fish Silage Pilot project, involving female processors from Barbados, and the Post 2021 Volcanic Eruption Livelihood Recovery Assistance for Fisherfolk, along the Small-Scale Fisheries Value Chain, in Saint Vincent and the Grenadines.	
	Under GEF rating table (summarized)2 - E6, Communication, knowledge management and knowledge products, page xviii: ... However, PMU started late with managing the products. ....	Management of the products, started from the inception, with the types of products to be prepared being identified within the respective regional executing partners LOAs. Bearing in mind that when produced, such products had to be reviewed by Project Management, finalized by the respective regional partners, then distributed. Project Management was constantly engaged.  There should be more consistency in addressing this matter throughout the report.	Accepted. The pertinent sentence has been deleted in the summarised GEF rating table, in Appendix 1 and in para 198 of main text.
	Under GEF rating table (summarized)2 - E7. Overall quality of M&E, page xviii: The IW tracking tool was not filled out by the project team.	The situation with regards to the preparation of the Tracking Tool for GEF 6 projects, would appear to have been an evolving one. For a mid-sized project, it was pointed out that the Tracking Tool should be done at the end of the project. Subsequently, it would appear as though GEF discontinued the use of the GEF 6 Tracking Tool, and requested that the GEF 7 Core indicators to be used instead.	No change is needed in the summarised GEF rating table. Some edits have been introduced in paragraphs 102 and 154 of the main text. Footnote 8 in PIR 2021 implies that the IW tracking tool should have been filled out.
	Intended Users 5: .... Inter-sectoral committees ...	National Inter-sectoral Coordination Mechanism?	Standardised throughout the report as National Inter-sectoral Coordination Mechanism (NIC)
	Para 29: The main beneficiaries of the project were the national fisherfolk organisations (NFOs).	The NFAs also benefited under Output 1.2.1: State agency implementation gaps assessed regarding support for fisherfolk organizations and their role in stewardship, and Output 1.2.2: State agency prioritization capacity developed to support fisherfolk organizations and roles in stewardship	In the context of paragraph 29 it is important to emphasize that the NFOs were the main beneficiaries. However, the paragraph has been edited to indicate that the NFAs also were beneficiaries.
	Para 38: national inter-ministerial committees (NIC)/	National Intersectoral Coordination Mechanism (NIC)?	Corrected.

Commenting entity/person	Report or country study/Paragraph/Chapter	Comment	Evaluation team's response
	<p>Para 52: ... The activities and outputs (studies and reports) were not adequate to achieve this outcome. Moreover, developing sustainable livelihoods during the project's lifetime was over-ambitious in view of the wide range of factors that must be considered in such a complex undertaking.</p>	<p>Outcome 3.1 needs to be dealt with in the context of addressing Barrier 4: Sustainable fisheries livelihood strategies do not benefit from systematic learning from experience and compilation of best practices for use in interventions. The activities identified in the ProDoc to address this barrier were approved by the Inception Workshop and undertaken.</p> <p>In keeping with the comment above at "Under GEF rating table (summarized)2 - B. Effectiveness, page xvii: ... However, Outcome 3.1 was articulated too ambitious and cannot be achieved through the execution of the stated outputs, ...", it should be made clear throughout the document on the matter of livelihoods, that the expectation was not to implement livelihoods diversification or consolidation activities for fishers and fish workers along the value, though these would have added value to StewardFish implementation, but to address the identified barrier. However, in addition to the specific activities and outputs identified (documenting lessons learned and best practices from previous livelihoods interventions) in the ProDoc, the project undertook pilots towards the end directed at "low hanging fruit" livelihoods actions for the CFP (Barbados) and Saint Vincent and the Grenadines, as mentioned previously.</p>	<p><i>(Repeated from above)</i></p> <p>Rejected, however explanatory text has been added to paragraph 52 while the results were already described in paragraphs 91-94 of the main text. Based on the described context, intention and outputs, the outcome should have been re-articulated to address the identified barrier, for example as: <i>"Integrate systematic learning from experience and best practices into sustainable fisheries livelihood strategies."</i></p> <p>To note that the indicators for outcome 3 do not respond to measuring the reduction of the barrier.</p>
	<p>Para 53: Further, there was no clear distinction between M &amp; E of the project during its implementation period and after it ends (e.g. monitoring of long-term impacts). Meetings of Fisheries Advisory Committees (FACs) and National Inter-sectorial committees (NICs) and reports are not adequate to achieve this outcome</p>	<p>Fully functioning NICs/FACs can play a significant role in participatory monitoring and evaluation of the implementation and long-term impacts of projects such as StewardFish, which is why more attention should be paid to their development and/or strengthening.</p>	<p>Accepted. Paragraph has been edited.</p>
	<p>Para 55 Several of the expected outputs are rather results at the level of outcomes since they represent a change in behaviour/ practice or improvement in capacity (e.g.</p>	<p>While there is some agreement that indicators, baselines and targets did not always respond to the monitoring needs of the project, Outputs on strengthened capacity seems to be at the right level/not at Outcome level. Spurring the knowledge and gauging post-training (evaluation right after and at specific periods), the</p>	<p>Accepted. In the examples, output 1.1.1 has been replaced with output 1.1.2 (ICT used for good governance).</p>

Commenting entity/person	Report or country study/Paragraph/Chapter	Comment	Evaluation team's response
	Output 1.1.1: Leaders with strengthened capacity; Output 2.1.2: Fisherfolks successfully applying the ecosystem approach to fisheries;	level of uptaking of the learning would reflect a result within the project's control.	
	Para 56: Logical Framework	Results Framework?	Accepted and corrected.
	Para 64: Code of Conduct on small-scale fisheries	SSF Guidelines or the Regional Code of Conduct for Caribbean Fisheries?	The Regional Code of Conduct for Caribbean Fisheries. Corrected.
	Para 65: Although implementation in the field was difficult, for some NFOs, the EAF activities demonstrated how to marine ecosystem stewardship and environmental management activities in future.	A word or phrase seems to missing in this sentence?	The word "conduct" has been added.
	Para 84: ... Through workshops, in collaboration with CANARI which introduced a rapid institutional assessment methodology, CRFM performed institutional analyses of the seven participating NFAs to identify gaps and weaknesses that could be addressed during StewardFish as a priority. ...	CANARI, in collaboration with CRFM, undertook the fisheries institution analyses.	Paragraph has been edited.
	Para 86: ... Therefore, implementing the recommendations arising from the pilot projects without the provision of adequate staff and financial support may not be feasible. ...	Depending on the recommendations and their involvement, these can be addressed in upcoming projects, such as BE:CLME+, PROCARIBE, EAF4SG and REBYC -III CLME+.	Comment has been added as a footnote.
	Para 92: Three country reports analysing three fisheries value chains were produced but these value chain analyses (VCAs) were not consistent with the promotion of certain	CANARI developed and applied a participatory methodology for selecting and analysing the three value chains. Developing Organisational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish): Methodological Framework and Identification of Fishery Value Chains for Focused Analysis. The methodology is provided as an Appendix in the VCA	The analysis of the TE is based on these documents and interviews.  The following sentence has been added to this paragraph: "A perspective

Commenting entity/person	Report or country study/Paragraph/Chapter	Comment	Evaluation team's response
	<p>seafood products in national diets and, in particular, be feasible to contribute to the nutritional needs of children at schools. The species selected (Mahi Mahi or Dolphin Fish in Barbados, Spiny Lobster in Jamaica and Queen Conch in St. Vincent &amp; Grenadines) are all products which are mainly used for export and for the tourism industry.</p>	<p>documents. If not already done, maybe the TE Team could check the methodology as it relates to the selection of the three VCAs done.</p> <p>The issues regarding the use of fish in school feeding programmes, etc. are addressed in Girvan, A.S.T. (2021). Examination of public policy and private sector purchasing practices to improve consumption and intra-region trade of seafood for the Caribbean small-scale fisheries sector. Barataria, Trinidad: CANARI. They are also dealt with in the policy brief: Improving intra-regional trade and consumption of seafood in CARICOM.</p> <p>Recognising that locally caught preferred fish species may not be readily available cheaply for consumers and school feeding programmes, it may be useful to look at the promotion of the development of the selected value chain species in a broader context of increased national incomes from their export, which then enable through subsequent imports, an increased availability of low-cost/cheaper and nutrients dense fish such as small pelagics.</p>	<p>brought forward is that increased national incomes may be generated from the export of selected value chain species, which could provide for importing and making available low-cost and nutrients-dense fish to the population, such as small pelagics."</p>
	<p>Para 123: However, FAO is mitigating this risk through an administrative extension of the project till 31 March 2022 and expects no irregularities in the delivery of equipment based on its regular contact with the various stakeholders in the countries.</p>	<p>An update: Extension to 30 June, 2022, as some goods procured continued to be supplied in May to fishers and fish workers.</p>	<p>Footnote added.</p>
	<p>3.4 Sustainability and EQ13 &amp; EQ29: Potential for scaling up and replication</p>	<p>Sustainability and Potential for scaling up and replication could be improved if NFAs, along with FAO and regional partners like CRFM, CANARI, CNFO and UWI make the links with the relevant components of upcoming projects like BE:CLME+, PROCARIBE, EAF4SG and REBYC -III CLME+.</p>	<p>Sentence added to paragraph 136.</p>
	<p>Para 160: Due to the pandemic and the need for adaptive management, monthly check-in meetings were held to discuss any issues and identify solutions, share information and experiences and enhance the quality of execution.</p>	<p>The regional partners' monthly check-in was a systematic innovation in the implementation process, not driven by the COVID 19 pandemic. However, its value became more obvious during the pandemic.</p>	<p>Paragraph edited.</p>

Commenting entity/person	Report or country study/Paragraph/Chapter	Comment	Evaluation team's response
	Para 163:  RPSC and PTF	After the December 2019 RPSC meeting, the RPSC sought to meet every three to four months, with the PTF meeting coming before from the April 2020 meeting onwards.	Edits done in paragraph 163 and 165.
	Para 193: The regional partners published and distributed the knowledge, information and awareness products and incorporated them into their PM&E systems.	Knowledge management was being done jointly with the regional executing partners, as the types of products to be produced were included in their respective LOAs, which had to be reviewed and approved by Project Management. Products prepared were included in the progress reports submitted to Project Management, for review and feedback. On finalisation, in keeping with the approach to the distribution of the products discussed at the monthly regional partners check in, regional project partners undertook to publish and include the products on their respective websites, while Project Management undertook to upload all products on the CLME+ Hub, which would serve as a common repository and facilitate regional and global access. Project Management uploaded the final versions of documents to the CLME+ Hub, after approaching the CLME+ PCU and having the admin assistant trained to do so. This was an ongoing exercise.	<i>(Already responded above)</i>  Pertinent information was integrated in the main text of the report, paragraphs 193 and 198.
	Para 198:  However, at the level of the PMU, knowledge management was left to the end of the project and was approached mainly as archiving.	Please see comment above. Project Management also updated the WECAFC SharePoint, on an ongoing basis, for internal use by FAO. The Programme Unit used the StewardFish documents in SharePoint to update FPMIS. The TE Team got ready access to all the StewardFish documents in WECAFC SharePoint.  Towards the end of the project delivery, Project Management prepared two draft communication products: CNFO Learning Institute, and Regional Partners Check-in	Edits were made in paragraphs 198 and 199.

## **Annexes**

*[Annexes should be published as separate documents and made available on the website as per text below. Provide any detail needed to retrieve them.]*

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## Annex 1. Terms of reference for the evaluation

### 1. Background and context of the project

1. The fisheries sector is an important driver of economies in the region, and healthy fish stocks are vitally important for the sustainability of coastal communities and rural livelihoods. Fisheries production in the Wider Caribbean Region has declined by 40 percent over the last two decades<sup>52</sup>. Fifty-five percent of commercially harvested fishery stocks are overexploited or depleted and 40 percent of stocks are currently fully exploited. This has resulted in an increase in fish importation by Caribbean states.
2. Habitat degradation and ecosystem modification, unsustainable fisheries practices and pollution all present significant threats to the Caribbean region, and specifically, negatively impact the small-scale fisheries of members of the Caribbean Regional Fisheries Mechanisms (CFRM). In addition, small island developing states (SIDS) face difficult problems associated with unsustainable management of fisheries, including insufficient financial resources and human capacity in state institutions; and inadequate organizational, human, financial and technical capacity among non-state actors such as fisherfolk along the value chain to engage meaningfully in management.
3. The Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME) Transboundary Diagnostic Analysis (TDA) found that the major environmental threats affecting the Wider Caribbean Region were: 1) habitat degradation and ecosystem community modification, 2) unsustainable fisheries practices and 3) pollution. In response, the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+) Strategic Action Programme (SAP), which is nearing the end of its 10-year timeline, provides a “comprehensive roadmap towards sustainable living marine resources management through strengthened and consolidated regional cooperation”, with transboundary marine governance as its focus. The CLME+ SAP regional and sub-regional attention to transboundary institutional arrangements is necessary, but not adequate to address these threats at all levels of governance. The dense mosaic of marine jurisdictions, and mobility of fisheries resources and people, also require the involvement of national and local level, state and non-state, actors to address these threats, and to build resilience in these fisheries socio-ecological systems. Cross-cutting strategies and actions in the CLME+ SAP which require national and local level interventions are related to three key SAP strategies: 1. enhancing regional governance for marine environment protection (vis-à-vis civil society participation, implementing and utilizing science and research findings); 2. enhancing the regional governance arrangements for sustainable fisheries with special attention to marine livelihoods (through capacity building and pilot initiatives for small scale fisheries, and job creation through national initiatives); and 3. establishing and operationalizing a regional policy coordination mechanism for ocean governance (through evidence-based decision-making).
4. Even though the CLME+ SAP and other regional and national initiatives are addressing threats, and engaging management authorities and other stakeholders in the process, there are still significant barriers which require urgent attention. Remaining barriers include: limited capacity of regional and national fisherfolk organizations to achieve objectives aligned with fisheries policies and plans; fisheries-related state agencies at national and local level lack the appropriate capacity

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<sup>52</sup> FAO. 2014. Sustainable Intensification of Caribbean Fisheries and Aquaculture. <http://www.fao.org/3/a-i3932e.pdf>

to support fishing industry institutions and stewardship; fisherfolk do not or cannot lead ecosystem stewardship practices for fisheries sustainability; sustainable fisheries livelihood strategies do not benefit from systematic learning from experience and compilation of best practices for use in interventions; and fisherfolk are removed from project monitoring and evaluation as a technical rather than a participatory undertaking, and this constrains their learning for adaptation.

## 1.1 Description of project, project objectives and components

5. With support by GEF project financing and technical assistance from FAO, the project *Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish)* (GCP/SLC/211/GFF) set out to address the CLME+ SAP strategies 1-3 in order to ensure better engagement of state and non-state actors in the fisheries sector in the implementation of the CLME+ SAP. StewardFish aims to implement the CLME+ SAP within CRFM Member States by empowering fisherfolk throughout fisheries value chains to engage in resource management, decision-making processes and sustainable livelihoods, with strengthened institutional support at all levels. The implementation of project activities will be guided by the principles of EAF and seek to promote women’s empowerment through leadership and promote the importance of social protection for sustainable livelihoods.
6. To achieve this, the project is implemented through the following four components:
  - Component 1: Developing organizational capacity for fisheries governance
  - Component 2: Enhancing ecosystem stewardship for fisheries sustainability
  - Component 3: Securing sustainable livelihoods for food and nutrition security
  - Component 4: Project management, monitoring and evaluation, and communication



Figure 1: StewardFish Framework

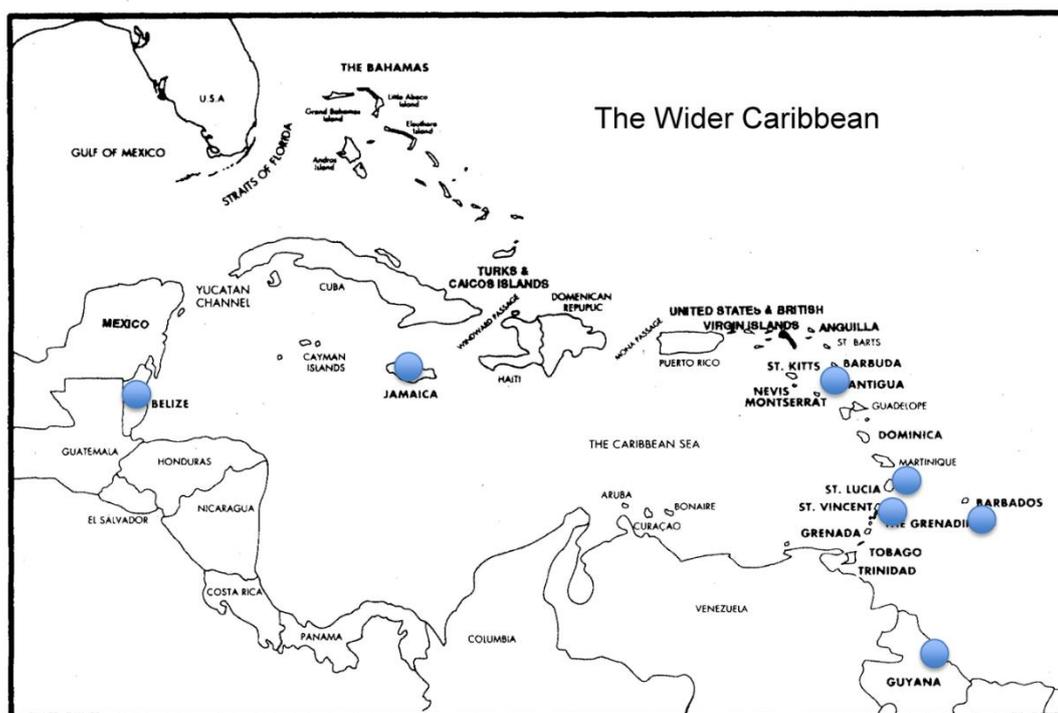
The project was developed in collaboration with the regional partners (CANARI, CNFO, CRFM Sec., and UWI-CERMES) and seven project countries. It is being implemented by FAO (Sub-regional Office for the Caribbean), with a revised start date of 1 May 2018, and an expected end date of 30 April 2021. However, due to delays in project deliveries in relation to the COVID-19 pandemic, the end date was postponed to 30 September 2021.

During the September 2018 inception workshop, it was decided that the regional partners (CARNARI, CNFO, CRFM, UWI-CERMES) would take the lead in executing the project activities under the four components in keeping with their areas of expertise, experience and interest. It was also agreed that the University of the West Indies Caribbean ICT Research Programme (CIRP), based in Trinidad and Tobago, would lead ICT activities under Component 1.

StewardFish is being implemented in the following seven countries: Antigua and Barbuda, Barbados, Belize, Guyana, Jamaica, Saint Lucia and St. Vincent and the Grenadines (see figure 1). The Project Inception Workshop was held from 13 to 14 September 2018, in Barbados.

7.

**Figure 1. Location of the seven project countries**



8. The project is funded by the Special Climate Change Fund (SCCF) managed by The GEF. The SCCF allocation is of USD 1 776 484 with a co-financing of USD 7 113 000.
9. The intended beneficiaries of the StewardFish project range are: fisheries-related state agencies; national and primary fisherfolk organizations, including civil society organizations and producer organizations, and regional and international partner organizations.
10. The following box summarizes general project information:

**Box 1 – Basic project information**

- GEF Project ID Number: 9720
- Recipient country: Antigua and Barbuda, Barbados, Belize, Guyana, Jamaica, St. Lucia and St. Vincent and The Grenadines
- Implementing Agency: Food and Agriculture Organization of the United Nations (FAO)
- Executing Partners:
  - Fisheries Division of the Ministry of Agriculture, Lands, Fisheries and Barbuda Affairs, **Antigua and Barbuda**
  - Fisheries Division of the Ministry of Maritime Affairs and Blue Economy (previously, Ministry of Agriculture, Food, Fisheries, Water Resource Management), **Barbados**
  - Fisheries Department of the Ministry of Agriculture and Fisheries, **Belize**
  - Fisheries Department of the Ministry of Agriculture, **Guyana**
  - National Fisheries Authority of the Ministry of Industry, Commerce, Agriculture and Fisheries, **Jamaica**
  - Department of Fisheries of the Ministry of Agriculture, Food Production, Fisheries, Co-operatives and Rural Development, **St. Lucia**
  - Fisheries Division of the Ministry of Agriculture, Forestry, Fisheries and Rural Transformation, **St. Vincent and the Grenadines**
  - Caribbean Regional Fisheries Mechanism (CRFM)
  - Caribbean Network of Fisherfolk Organisations (CNFO)
  - Caribbean Natural Resources Institute (CANARI)
  - University of the West Indies Centre for Resource Management and Environmental Studies (UWI-CERMES)
  - Western Central Atlantic Fishery Commission (WECAFC)
- GEF Strategy/operational programme: The project is aligned with GEF 6 Programming Directions: GEF International Waters Programme 7: Foster sustainable fisheries, with emphasis on indicator 7.1.3: 20 communities of fishers have adopted an ecosystem approach to fisheries management.
- PIF approved: December 20, 2016
- Date of CEO endorsement: July 10, 2017
- Date of PPRC endorsement: 14 July 2017
- Date of project start: 01 May 2018
- Revised project implementation end date: 30 September 2021
- Date of Mid-Term Evaluation: N/A
- **GEF allocation:** USD 1,776,484
- Co-financing:
 

FAO (WECAFC)	USD 500,000
CNFO	USD 1,000,000
CANARI	USD 300,000
CRFM Secretariat	USD 150,000

UWI-CERMES	USD 350,000
<b>Governments:</b>	
Antigua and Barbuda	USD 500,000
Barbados	USD 500,000
Belize	USD 1,800,000
Guyana	USD 870,000
Jamaica	USD 200,000
Saint Lucia	USD 443,000
Saint Vincent and The Grenadines	USD 500,000
<u>Subtotal Co-financing:</u>	<u>USD 7,113,000</u>
<b>• Total Budget:</b>	<b>USD 8,889,484</b>

11. A Mid-Term Evaluation (MTE) was not conducted for this project (as this was not mandatory for Medium Size Projects financed by the GEF).

## 1.2 Project stakeholders and their role

12. FAO is the agency responsible for the supervision and provision of technical guidance during project implementation. FAO is responsible for ensuring the overall coordination of the project's implementation, coordination and collaboration with partner institutions, national fisheries authorities, fisher-folk organizations and other entities participating in the project. The national co-executing partners are the national fisheries authorities, which will work in close collaboration with the national fisherfolk organisations, as well as with other fisheries-related stakeholders, through the same national inter-sectoral consultation mechanisms as engaged under the CLME+ Project.
13. Box 2 summarizes participants and project stakeholders, as well as their functions and roles in the project implementation:

### Box 2 – Main stakeholders of the project

Stakeholder	Role in the project
<b>Government</b>	
National fisheries authorities	The national fisheries authorities are co-executing partners, which are expected to work in close collaboration with the national fisherfolk organizations, as well as with other fisheries-related stakeholders, through the same national inter-sectoral consultation mechanisms as engaged under the CLME+ Project. In addition, they supply the co-financing for the project. They participate in project M&E via the Project Steering Committee and national intersectoral consultative mechanisms
1. Fisheries Division of the Ministry of Agriculture, Lands, Fisheries and Barbuda Affairs, <b>Antigua and Barbuda</b>	
2. Fisheries Division of the Ministry of Agriculture, Food, Fisheries, Water Resource Management, <b>Barbados</b>	
3. Fisheries Department of the Ministry of Agriculture and Fisheries, <b>Belize</b>	
4. Fisheries Department of the Ministry of Agriculture, <b>Guyana</b>	
5. Fisheries Division of the Ministry of Industry, Commerce, Agriculture and Fisheries, <b>Jamaica</b>	
6. Department of Fisheries of the Ministry of Agriculture, Food Production, Fisheries, Co-operation and Rural Development, <b>St, Lucia</b>	Among these stakeholders are the GEF Operational Focal Points (OFP), government staff persons who ensure that GEF proposals and activities are consistent with country priorities and the country commitments under global environmental conventions.

7. Fisheries Division of the Ministry of Agriculture, Rural Transformation, Forestry, Fisheries and Industry, <b>St. Vincent and the Grenadines</b>	
<b>Regional organizations</b>	
Caribbean Regional Fisheries Mechanism (CRFM)	CRFM Secretariat, as the inter-governmental partner, is contributing to activities that facilitate fisheries-related state agency support to fishing industry stewardship (Component 1 - Outcome 1.2).
UWI-CIRP – The Caribbean ICT Research Program (CIRP) of the Department of Electrical and Computer Engineering at The University of the West Indies, Trinidad and Tobago	Involved in the delivery of activities aimed at improving information and communication technologies (ICT) used for good governance in Component 1.
Caribbean Network of Fisherfolk Organisation (CNFO)	As the partner and beneficiary with intimate connection to the fisherfolk, the CNFO is key to mobilising appropriate participants for all activities. They are specifically involved with UWI-CERMES in mobilizing fisherfolk organizations at the national and local level to be engaged in activities under Components 1, 2 and 4.
Caribbean Natural Resources Institute (CANARI)	As the main NGO in the partnership, CANARI is contributing to much of Component 3, given its experience with livelihood initiatives, as well as the mentoring aspects of Component 2, since it is currently involved in mentorship in other related fisherfolk projects. CANARI is also adding skills and experience to the design and delivery of capacity development (Component 1) and civil society engagement as it is doing in the CLME+ Project.
University of the West Indies-CERMES	UWI-CERMES, as the applied academic partner with a strong inter-disciplinary capacity for science and outreach, is contributing to the science-based aspects of all activities, especially the capacity development design and delivery in Component 1; promoting EAF and stewardship in Component 2; and the participatory monitoring and evaluation in Component 4. Its Gender in Fisheries Team is also involved in StewardFish gender analysis and capacity building.
<b>International organizations</b>	
FAO/WECAFC	This will be the GEF agency supervising and technically backstopping the project. FAO and its WECAFC Secretariat in Barbados will provide technical assistance to ensure that the project activities benefit from experiences elsewhere and meet current best practices. Moreover, findings, lessons learned and recommendations from the project can be brought to the attention and be presented for endorsement (as necessary) at WECAFC's sessions and working groups. The project should also benefit FAO in terms of institutionalizing direct and deeper engagement with resource users.
<b>Civil society organizations and NGOs</b>	

National and primary fisherfolk organizations - civil society organizations (CSOs) and/or producer organisations	Fisherfolk organizations (at national and local levels) should be involved in all project components covering capacity building, stewardship, improving livelihood opportunities along the value chain, and participatory monitoring and evaluation.
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### 1.3 Theory of change

The project document contains a results matrix, which provides an overview of the project’s objectives, assumptions, components, outcomes and outputs, indicators, milestones and target values, as well as the data collection and reporting tools. No Theory of Change was developed.

## 2. Terminal Evaluation purpose and scope

14. The evaluation’s main purpose is to provide accountability to national Governments, regional stakeholders, FAO Management and technical staff, and the GEF. The findings of the evaluation aim at informing decision-making regarding future activities and initiatives regarding the coordinated and sustained support at all levels to fishing industry stewardship and sustainable livelihoods. The evaluation’s main users are the governments of participating countries and the key participating regional stakeholders, the Project Steering Committee and the Project Task Force, and the FAO-GEF Coordinating Unit.
15. The evaluation will assess progress towards the project’s strategic objective, outcomes, and outputs. It will focus on relevant activities carried out by the project under its four components. Being a sub-regional project, the evaluation will provide insights on progress made across the seven target countries.
16. During the inception phase it will be important to confirm the geographical scope of and time covered by the evaluation, as well as highlight aspects that will not be covered. Given that there was no MTR conducted, the evaluation will strive to assess change and performance from the beginning of the project. Considering the ongoing travel limitations, geographic scope may have to be limited in terms of depth and potential case studies.
17. This evaluation will be run in tandem with the terminal evaluation for the Climate Change Adaptation of the Eastern Caribbean Fisheries Sector (CC4FISH) (GCP/SLC/202/SCF) project. As such, there will be a common team leader for both evaluations, which will each have a technical evaluator to conduct the data gathering and analysis of each project respectively. While this will be useful to streamline roles and budget, there is also an opportunity to extract from the two evaluation reports a ‘chapeau’ document to highlight any common and significant findings, conclusions, lessons learned and recommendations of common interest for evaluation users. Synergies between the two projects, and the key stakeholders involved, will be surfaced.

## 3. Evaluation objectives, criteria and questions

18. The objectives of the evaluation are to assess the relevance of the project, its effectiveness in achieving positive outcomes for beneficiary countries and the different groups of stakeholders, its efficiency, and likelihood of sustainability of the results achieved and the processes established, progress towards impact, its strategy for stakeholder engagement and partnerships, as well as the consideration and involvement of gender issues, environmental and social safeguards during its implementation. The evaluation will also assess the co-financing arrangement as well as the project’s knowledge management strategy and contributions.

19. The evaluation will take into consideration the impact of COVID-19 on project delivery and response, including initiatives taken to facilitate project delivery during the uncertainty of the pandemic.
20. The modality of a focused or in-depth analysis in a representative or purposefully selected sample of countries will be considered by the evaluation team and decided upon in coordination with the project team and relevant counterparts. Key project stakeholders will be involved both during the scoping and the implementation of the evaluation. Major stakeholders include the relevant Ministries, regional stakeholders, FAO staff, and national project teams.
21. Box 3 provides an overview of evaluation criteria and questions that will guide the implementation of the evaluation. For some criteria, a rating is required as defined by the GEF Evaluation Office (see rating descriptors in Annex 2). The terminal evaluation report will be structured around main evaluation questions.

### Box 3 – Evaluation criteria and questions

<p><b>1) Relevance</b> (rating required)</p>	<p>Were the project outcomes and envisioned long term impacts congruent with the GEF focal areas/operational programme strategies, country priorities and FAO Country Programming Framework, as well as regional and sub-regional environmental and development priorities?</p> <p>Was the project design appropriate for delivering the expected outcomes?</p> <p>Was the project and its activities designed in a manner consistent with the institutional capacity and timeframe for implementation of the various implementing actors (i.e. state-level, civil society, academia)?</p> <p>Has there been any change in the relevance of the project since its design, such as new national policies, plans or programmes that affect the relevance of the project objectives and goals?</p> <p>Were the project activities considered relevant by the project beneficiaries (institutional and local level)?</p>
<p><b>2) Effectiveness</b> (rating required)</p>	<p>To what extent have project outcomes and outputs been achieved, and were there any unintended results? What pivots have fisherfolk had to make given the COVID-19 pandemic and climate events, and how have these pivots affected project activities and results?</p> <p>To what extent did the project actual outcome commensurate with the expected outcomes? How did COVID-19 affect project activities and outcomes, what were the adaptations, challenges and mitigations implemented by the project?</p> <p>To what extent can the attainment of results be attributed to the GEF-funded component? To what extent have GEF corporate results targets been achieved?</p> <p>What were the innovations in approaches and outputs that have strengthened the project's effectiveness?</p> <p><i>Sub-evaluation questions may include:</i></p> <p>To what extent have male and female fisherfolk improved their organizational capacity? What organizational changes are evident as a result of capacity building? How has this capacity building also led to a balance between conservation and development of livelihoods? What examples of adaptation exist?</p>

	<p>How has the project contributed to boosting female leadership in the fisheries sector? To what degree have women’s voices been present in policy dialogues, and to what degree have women had access to advisory and financial services and organizational and leadership opportunities?</p> <p>To what degree have FFOs engaged in ecosystem-based management contributed to improved habitat health and pollution reduction? Who is engaged and how in biodiversity conservation and coastal management that wasn’t engaged previously? How did COVID-19 impact cooperative action around biodiversity conservation and coastal management?</p> <p>What livelihood enhancement activities are FFO leaders engaged in and what have been the ensuing change?</p> <p>To what degree have fisherfolk participated in M&amp;E and what have been the results of that? How did COVID-19 impact the participation?</p> <p>To what extent are fisheries-related state agencies, civil society, academia and any other stakeholders able to support fishing industry stewardship? What does that support look like in different islands?</p>
<p><b>3) Efficiency</b> (rating required)</p>	<p>(implementation) To what extent did FAO deliver on project identification, concept preparation, appraisal, preparation, approval and start-up, oversight and supervision? How well risks were identified and managed?</p> <p>(execution) To what extent did the executing agency effectively discharge its role and responsibilities related to the management and administration of the project?</p> <p>To what degree did the Project Steering Committee and the Project Task Force lead efficient policy and technical processes?</p> <p>To what extent has the project been implemented efficiently, cost-effectively and in a timely manner, and management been able to adapt to any changing conditions to improve the efficiency of project implementation?</p>
<p><b>4) Sustainability</b> (rating required)</p>	<p>What is the likelihood that the project results will continue to be useful or will continue by both FAO and partner countries, after the end of the project?</p> <p>What is the potential for project results to be scaled and / or replicated?</p> <p>What are the key financial, sociopolitical, institutional, and environmental risks which may affect the sustainability of the project benefits?</p> <p>What recommendations can be provided to help strengthen the sustainability plan of the project?</p>

<p><b>5) Factors affecting performance</b> (rating required)</p>	<p><b>Monitoring and Evaluation</b></p> <p>(M&amp;E design) Was the M&amp;E plan practical and sufficient?</p> <p>(M&amp;E implementation) Did the M&amp;E system operate as per the M&amp;E plan? Was information gathered in a systematic manner, using appropriate methodologies?</p> <p>Was the information from the M&amp;E system appropriately managed and used by the regional executing partners, project management, PTF and RPSC, in order to make timely decisions and foster learning during project implementation?</p> <p><b>Stakeholder engagement</b></p> <p>Were other actors, such as civil society, indigenous population or private sector involved in project design or implementation, and what was the effect on the project results?</p>
<p><b>6) Environmental and social safeguards</b></p>	<p>To what extent were environmental and social concerns taken into consideration in the design and implementation of the project?</p>
<p><b>7) Gender</b></p>	<p>To what extent were gender equality gaps and considerations taken into account in designing and implementing the project? Was the project implemented in a manner that ensures gender equitable participation and benefits? Was there appropriate gender targeting or mainstreaming in the project activities?</p>
<p><b>8) Co-financing</b></p>	<p>To what extent did the expected co-financing materialize, and how short fall in co-financing, or materialization of greater than expected co-financing affected project results?</p>
<p><b>9) Progress to Impact</b></p>	<p>To what extent may the progress towards long-term impact be attributed to the project?</p> <p>Was there any evidence of environmental stress reduction and environmental status change, or any change in policy/legal/regulatory framework?</p> <p>Are there any barriers or other risks that may prevent future progress towards long-term impact?</p>
<p><b>10) Knowledge management<sup>53</sup></b></p>	<p>How is the project assessing, documenting and sharing its results, lessons learned and experiences?</p> <p>What are the knowledge products produced by the project and how were there shared?</p> <p>What will become of the data and information products post-project completion?</p> <p>To what extent are communication products and activities likely to support the sustainability and scaling-up of project results?</p>

<sup>53</sup> See for reference: Stocking, M. et al. 2018. Managing knowledge for a sustainable global future. Scientific and Technical Advisory Panel to the Global Environment Facility. Washington, DC (2018)

<b>11) Lessons learned<sup>54</sup></b>	What are the key lessons learned and good practices (from the diversity of issues the project tackled, as well as its implementation process) from the StewardFish project that could be used in subsequent programming?
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## 4. Methodology

22. The evaluation will adhere to the UNEG Norms & Standards<sup>55</sup> and be in line with the OED Manual and methodological guidelines and practices. The evaluation will adopt a consultative, participatory and transparent approach with internal and external stakeholders throughout the evaluation process. Triangulation of evidence and information gathered will underpin its validation and analysis and will support conclusions and recommendations.
23. The evaluation will recreate a theory of change for the project, using the results chain, and retrospectively capturing the causal relationship between inputs, expected outputs detailed in the project results framework, results to which they should have contributed and conditions under which they should have occur. The evaluation team will use the ToC to validate causal pathways with the project team and include assumptions, a mapping of externalities and possible unintended results, and any adjustments in the results framework.
24. At the beginning of the evaluation process, a mapping of stakeholders at the national and regional levels will be prepared in order to identify additional users of the evaluation and to plan the information gathering phase, ensuring that all counterparts are identified, as well as to identify the key actors that the project worked with to bring about change.
25. The evaluation team will submit an inception report which will include an evaluation matrix. The evaluation matrix specifies the sub-questions of the evaluation, evaluation criteria, sources of information, as well as the data collection and analysis methods and instruments to be used. The inception report will reflect the information gathered during desk research, as well as suggestions made by FAO and other key stakeholders.
26. The evaluation will rely on different sources and methods for the collection and analysis of information, and may draw on different evaluation approaches such as Outcome Harvesting or Process Tracing. The evaluation team will undertake a review of relevant project and context documentation to develop specific evaluation sub-questions. The information gathered will inform the development of different data collection tools. These may include semi-structured interviews (the evaluation team should note that some interviewees, particularly fisherfolk, are only available evenings and should coordinate accordingly), focus group discussions and stakeholder surveys. In the context of the COVID-19 pandemic, visits of project sites and direct observations may only be considered by the evaluation and project teams if regional and national sanitary situations and preventive measures in place allow their safe and regular realization.
27. At the beginning of the research phase, the evaluation team will develop the interview protocol according to the type of stakeholder to be interviewed and the topic to be addressed. Special attention will be paid to ensure that disadvantaged groups and expected beneficiaries of the

<sup>54</sup> See new GEF Guidance on lessons learned (22 categories) : <https://unfao.sharepoint.com/:b/s/OEDD/ETDikIZI8WpHvOFVBacRUP8BFPPbaJAZ6ariylqu6tbt6w?e=sEPuPx>

<sup>55</sup> <http://www.uneval.org/document/detail/21>

project are consulted, and will take into account the restrictions that the project has had to have a presence in the field since the beginning of the pandemic.

28. The methodology and data collection instruments for answering certain questions should take into account various internal policies and strategies in their formulation, such as:
- The specific project objectives include capacity development at both the enabling environment and individual levels. The OED Framework for Capacity Development evaluation will be the basis for the assessment of measures, approach, performance and outcome of the activities that were implemented throughout the project to develop capacities (question 2).
  - In terms of gender analysis and the work done with local communities (question 7), an assessment will be made of the project's contribution to the objectives presented in the FAO and GEF Gender Equity Policy. In addition, the new FAO Free, Prior and Informed Consent (FPIC) Manual will be used, which includes the current FAO policy on working with indigenous peoples and local communities.
  - To answer the question on sustainability (question 8), four main criteria will be assessed: i) ownership by beneficiaries, ii) availability of resources, iii) sufficient capacities of stakeholders and iv) enabling institutional and social environment (with respect to FAO's capacity development framework). With respect to beneficiary ownership, the project's strategy for accessing local, regional and national markets will also be evaluated.
29. FAO staff (PMU, LTO, FLO) and other key stakeholders (Government and other partners) will support the identification of relevant stakeholders to be considered by the evaluation team during data collection. FAO staff and the project team will also provide relevant project documentation (see Annex 3).

## 5. Roles and responsibilities

30. This section describes the different roles that key stakeholders play in the design and implementation of the evaluation.
31. The **Office of Evaluation (OED)**, in particular the Evaluation Manager (EM) develops the first draft of the evaluation's ToR with inputs from the Project Task Force (PTF), including the Budget Holder (BH), Lead Technical Officer (LTO), Financial Liaison Officer (FLO), and the GEF Coordination Unit. The EM is responsible for the finalization of the ToR and for the selection of the evaluation team members.<sup>56</sup> OED has the responsibility of following up with the BH for the timely preparation of the Management Response (MR) and the Follow-up report to the MR.
32. The **BH** is responsible for initiating the evaluation process. Together with the project **LTO**, they assist the EM in drafting the ToR, in the identification of potential consultants and in the organization of the missions. The BH ensures the provision of relevant project documents (see Annex 3) to the evaluation team. The BH is also responsible for sharing the report with the GEF Operational Focal Point, the Execution Partner, the project team and national partners. The BH further leads and coordinates the preparation of the FAO Management Response and the Follow-up Report with support from the LTO and others members of the PTF. OED guidelines for the Management Response and the Follow-up Report provide necessary details on this process.

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<sup>56</sup> The responsibility for the administrative procedures for recruitment of the team, will be decided on a case-by-case basis.

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Involvement of different members of the PTF will depend on respective roles and participation in the project.

33. The **GEF Coordination Unit (in particular the FLO), together with the M&E Focal points in GCU** are responsible for initiating the evaluation process, providing inputs to the first version of the ToR, especially the description of the background and context chapter, and supporting the evaluation team during its work. They are required to meet with the evaluation team, make available information and documentation as necessary (see Annex 3), and comment on the ToR and draft reports.
34. The country level **GEF Operational Focal Point (OPF)**. According to the GEF Evaluation Policy (2019), Minimum Requirement 4 (Engagement of Operational Focal Points), “the OPF will be informed of midterm reviews and terminal evaluations and will, where applicable and feasible, be briefed and debriefed at the start and at the end of evaluation missions. They will receive a draft report for comment, will be invited to contribute to the management response (where applicable), and will receive the final evaluation report within 12 months of project or programme completion”. “The GEF OFPs play a key role in facilitating access to staff members of government institutions involved in GEF projects during evaluations. They may promote the use of, follow-up to, and action on evaluation recommendations related to GEF matters and directed at the regional, national, and project levels. They also play an important role in keeping national stakeholders (including the civil society organizations involved in GEF activities) fully consulted with, informed on, and involved in the plans, conduct, and results of country-related GEF evaluation activities”.
35. The **Evaluation Manager** shall brief the evaluation team on the evaluation methodology and process and will review the final draft report for Quality Assurance purposes, including presentation, compliance with the ToRs, timely delivery, quality, clarity and soundness of the analysis and evidence in support of conclusions and recommendations in the evaluation report.
36. The **Evaluation Team (ET)** is responsible for further developing and applying the evaluation methodology, for conducting the evaluation, and for producing the evaluation report. All team members, including the Evaluation Team Leader (ETL), will participate in briefing and debriefing meetings, discussions, visits of project sites, and will contribute to the evaluation with written inputs for the final draft and final report. The evaluation team will agree on the outline of the report early in the evaluation process, based on the reporting outline provided in Annex 4. The ET will also be free to expand the scope, criteria, questions and issues listed above, as well as develop its own evaluation tools and framework, within time and resources available and based on discussions with the EM, and consultations with the BH and PTF where necessary. The ET is fully responsible for its report which may not reflect the views of the Government or of FAO. An evaluation report is not subject to technical clearance by FAO although OED is responsible for Quality Assurance of all evaluation reports.
37. The **ETL** guides and coordinates the ET members in their specific work, discusses their findings, conclusions and recommendations and prepares the first draft and final report, consolidating the inputs from the team members with his/her own.

## 6. Evaluation team composition and profile

38. The evaluation team will consist of one senior independent consultant who will serve as team leader, and one consultant member of the team.
39. The evaluation team should comprise of individuals with the following expertise:

- Experience in the design and conduct of multi-country evaluations;
  - An appropriate mix of qualifications and experience to address the thematic areas identified, particularly small-scale fisheries and aquaculture activity in the Caribbean, poverty and vulnerability in the region especially as it relates to fisherfolk, country-specific governance, ecosystems approach to fisheries and stewardship, state level institutional practices and capacity challenges and opportunities related to sustainable management of the fisheries and aquaculture sector, and gender equality;
  - Knowledge of development issues in the Caribbean, particularly in the context of sustainable management of the fisheries and aquaculture sector;
  - Experience in evaluation of projects financed by the GEF;
  - Knowledge of FAO and GEF policies and norms (such as gender, indigenous peoples, co-financing, role of agencies in the GEF project cycle);
  - Ability to integrate qualitative and quantitative data;
  - Strong inter-cultural communication skills in English;
  - Strong report writing and presentation skills, ability and experience in communicating concepts using non-technical language to diverse audiences;
  - Ability to work in an iterative, collaborative, team approach, both face-to-face and virtually; and to give and receive constructive feedback.
40. The evaluators will be supervised by the OED EM, and undertake the evaluation as per the present ToR and according to the methodology included in the inception report. The evaluators should not have been involved in designing, executing or advising any aspect of the project under evaluation, and should abide by the UN code of conduct for evaluators in particular regarding their impartiality and professionalism.

## 7. Evaluation products (deliverables)

41. This section describes the key evaluation products the evaluation team will be accountable for producing.
- a. **Inception Report:** the evaluation team will present an inception report, that will include the following:
- Stakeholder mapping and analysis, highlighting those that will be contacted for interviews, focus group discussions, validation meetings, presentation of results and recommendations;
  - Analysis of an initial / draft theory of change, reconstructed based on initial document review and interviews to map the evolution of the project, and ready for further validation during the evaluation;
  - The evaluation approach and methodology;
  - Evaluation matrix that should include the main evaluation questions, sub-questions, expected types of evidence, indicators and data collection tools;
  - Mapping and sampling of sites for data collection;
  - Work schedule
  - Draft tools and protocols
- b. **Preliminary findings report:** the evaluation team should consolidate interview notes according to the format agreed with OED, which will be treated confidentially, and prepare a presentation of preliminary findings at the end of the data collection.

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c. **Draft Evaluation Report:** the evaluation team is responsible for submitting the draft evaluation report to OED for the first quality control check. It should be written in English and composed in accordance with the FAO Style of Writing and the GEF guidelines for conducting terminal evaluations. The draft report should be sent by the ET to OED for comments, peer review and clearance, and will then be circulated by OED for comments to internal and external stakeholders (BH, FLO, LTO, GCU, project team, executing partner, PSC members, key project partners).

The report will include preliminary findings, conclusions and recommendations, which will be discussed with the project team to analyze their feasibility and relevance. Comments and suggestions received will be included in the final report, as deemed appropriate, within a maximum period of two weeks. In case comments are not included, the team will have to justify its decision in the comments matrix.

d. **Comments matrix:** this matrix consolidates all comments received by the evaluation team on the first draft of the report. In this case each team member is responsible for responding to comments related to the project assigned to him/her. For transparency reasons, the matrix presents the evaluation team's response to the comments (whether they are accepted or not), as well as the justification for the decision taken.

e. **Final evaluation report:** the final evaluation report will include an executive summary, revised content based on comments received and findings responding to the evaluation questions listed in the ToR, and finalized conclusions and recommendations. The executive summary should include the following paragraphs, in order to update the GEF Portal: i) Information on progress, challenges and outcomes on stakeholder engagement; ii) Information on progress on gender-responsive measures; iii) information on knowledge activities / products

- The final report will be submitted by OED to all the stakeholders, and will be revised by an editor and graphic designer, before publication on OED website.
- The evaluation report should be prepared in MS Word Format and submitted electronically by the ETL to OED. As the main author of the report, OED will have the final decision as to how the report should be composed.
- Supporting Evidence – Electronic or hard copies of the survey data and report, minutes or notes of interviews and discussions, and other sources of the primary data/information collected by the evaluation team and used in the report should be sent to OED. Sources of secondary data/information used in the report should be cited in the footnotes and included in the list of documents reviewed which is appended in the evaluation report.
- Evaluation reports should have numbered paragraphs, following the GEF OED reporting outline (see Annex 4). Supporting data and analysis should be annexed to the report when considered important to complement the main report.
- The evaluation report should include the GEF Rating table<sup>57</sup>:
- Appendix 2. GEF evaluation criteria rating table
- The table below should be completed by the Evaluation Team, as part of the Terminal Evaluation process. See Appendix 2 for guidance on the rating schemes under each area of analysis.

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<sup>57</sup> See Annex 2 for more information on GEF ratings

GEF criteria/sub-criteria	Rating <sup>58</sup>	Summary comments <sup>59</sup>
<b>A. STRATEGIC RELEVANCE</b>		
A1. Overall strategic relevance	HS•HU	
A1.1. Alignment with GEF and FAO strategic priorities	HS•HU	
A1.2. Relevance to national, regional and global priorities and beneficiary needs	HS•HU	
A1.3. Complementarity with existing interventions	HS•HU	
<b>B. EFFECTIVENESS</b>		
B1. Overall assessment of project results	HS•HU	
B1.1 Delivery of project outputs	HS•HU	
B1.2 Progress towards outcomes <sup>60</sup> and project objectives	HS•HU	
- Outcome 1	HS•HU	
- Outcome 2	HS•HU	
- Etc.	HS•HU	
- Overall rating of progress towards achieving objectives/ outcomes	HS•HU	
B1.3 Likelihood of impact	HS•HU	
<b>C. EFFICIENCY</b>		
C1. Efficiency <sup>61</sup>	HS•HU	
<b>D. SUSTAINABILITY OF PROJECT OUTCOMES</b>		
D1. Overall likelihood of risks to sustainability	L•HU	
D1.1. Financial risks	L•HU	
D1.2. Socio-political risks	L•HU	
D1.3. Institutional and governance risks	L•HU	
D1.4. Environmental risks	L•HU	
D2. Catalysis and replication	HS•HU	
<b>E. FACTORS AFFECTING PERFORMANCE</b>		
E1. Project design and readiness <sup>62</sup>	HS•HU	
<b>E2. Quality of project implementation</b>	HS•HU	
E2.1 Quality of project implementation by FAO (BH, LTO, PTF, etc.)	HS•HU	
E2.1 Project oversight (PSC, project working group, etc.)	HS•HU	
<b>E3. Quality of project execution</b> For DEX projects: Project Management Unit/BH; For OPIM projects: Executing Agency	HS•HU	
E4. Financial management and co-financing	HS•HU	
E5. Project partnerships and stakeholder engagement	HS•HU	

<sup>58</sup> See rating scheme at the end of the document.

<sup>59</sup> Include reference to the relevant sections in the report.

<sup>60</sup> Assessment and ratings by individual outcomes may be undertaken if there is added value.

<sup>61</sup> Includes cost efficiency and timeliness.

<sup>62</sup> This refers to factors affecting the project's ability to start as expected, such as the presence of sufficient capacity among executing partners at project launch.

E6. Communication, knowledge management and knowledge products	HS•HU	
E7. <b>Overall quality of M&amp;E</b>	HS•HU	
E7.1 M&E design	HS•HU	
E7.2 M&E plan implementation (including financial and human resources)	HS•HU	
E8. Overall assessment of factors affecting performance	HS•HU	
<b>F. CROSS-CUTTING CONCERNS</b>		
F1. Gender and other equity dimensions	HS•HU	
F2. Human rights issues/Indigenous Peoples	HS•HU	
F2. Environmental and social safeguards	HS•HU	
<b>Overall project rating</b>	<b>HS•HU</b>	

- Evaluation briefs and other knowledge products or participation in knowledge sharing events, if relevant, should be included as annexes.

f. **'Chapeau' document:** This evaluation will be run in tandem with the terminal evaluation for the Climate Change Adaptation of the Eastern Caribbean Fisheries Sector (CC4FISH) (GCP/SLC/202/SCF) project. The evaluation team will develop a brief 'chapeau' document which will highlight common and significant findings, conclusions and recommendations of interest for evaluation users based on both evaluations.

g. **Presentation deck:** A short Powerpoint to include overview of findings, conclusions, lessons and recommendations.

## 8. Evaluation timeframe

42. This section lists and describes all tasks and deliverables for which evaluators or the evaluation team will be responsible and accountable, as well as those involving the evaluation manager, indicating for each the due date or time-frame, as well as who is responsible for its completion.

Task	Period	Responsibility
TOR preparation	June-July 2021	EM, LTO, FLO and GCU
Team identification and recruitment	August 2021	EM with support from FAO SLC and project team
Background document review and briefing meetings, briefing ET	September 2021	ET with support from EM, FAO SLC, LTO, FLO, project team
Presentation of inception report, workplan	October 2021	ET
Travel arrangements and organization of the agenda/travel itinerary in the country for the field mission	October-November (COVID-dependent)	EM, SLC
Data collection	November-December 2021	ET with support of EM, SLC, project team
Production of first draft for OED review	January 2022	ET
Circulation of first draft for comments (BH, LTO, FLO, project team, GCU, key national partners, PSC members, EP)	January 2022	EM
Integration of comments and production of the final report	February 2022	ET
Circulation of final report and publication	February 2022	EM
Management Response (MR)	March 2022	BH