

# **External Evaluation of GRÓ International Centre for Capacity Development, Sustainability and Societal Change**

**FTP Case Study Report**  
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# ANNEX 12 GRÓ TRAINING PROGRAMME CASE STUDY REPORTS

## INTRODUCTION

As noted in the Terms of Reference (ToR) for this evaluation, one of the core evaluation questions is as follows: **What lessons can be drawn from previous interventions by the GRÓ programmes, which can be used as a frame of reference in future endeavours?**

In addition to the overall evaluation of the GRÓ centre, and the evaluation of each of the four Training Programmes (TPs), the evaluators conducted **four evaluative case studies of specific initiatives and approaches** as applied by the individual TP, to generate lessons learned for the future. The ToR defines the specific scope of each case study for this evaluation. For each of the TPs one case study has been prepared. They address specific initiatives and approaches of the Training Programme under review.

The **case study reports provide:**

- An overview of the specific data-collection process and evaluation methodology applied,
- A brief introduction to the initiatives and approaches directly under review,
- Specific evaluation findings linked to the interventions, operational delivery and results achieved,
- Conclusions,
- Lessons learned, and
- Prospects for scaling-up or replication of the intervention in future endeavours of the GRÓ.

A summary of the **specific scope of the individual case studies** is below:

<b>GRÓ FTP</b>	<p><b>Regional collaboration in the Caribbean</b></p> <ul style="list-style-type: none"> <li>- Partnership and cooperation of the FTP with regional and country institutions to promote local capacity development of individuals and organizations</li> <li>- The development and delivery of in-country and regional training courses, and the promotion of local capacity to support and maintain the development and delivery of the training offer</li> </ul>
<b>GRÓ GEST</b>	<p><b>Massive Open Online Courses (MOOCs), innovative online content to promote digital learning</b></p> <ul style="list-style-type: none"> <li>- The potential role of MOOCs as a tool to enhance the range and quality of the overall GEST offer and to achieve outreach in the provision of transnational knowledge transmission and exchange</li> </ul> <p><b>March 8 Fund (seed fund for GEST Alumni projects)</b></p> <ul style="list-style-type: none"> <li>- The achievements and lessons learned linked to the Fund and the projects of supported alumni</li> <li>- The feasibility to scale-up or replicate a seed money fund across the GRÓ for projects of alumni</li> </ul>
<b>GRÓ GTP</b>	<p><b>Collaboration efforts in El Salvador</b></p> <ul style="list-style-type: none"> <li>- The development and delivery of in-country and regional training courses, and the promotion of local capacity to support and maintain the development and delivery of the training offer</li> <li>- The potential role of Centres of Excellence in-country for the scaling-up the GTP offer regionally</li> </ul>
<b>GRÓ LRT</b>	<p><b>Collaboration with universities (with a focus on Makerere University in Uganda)</b></p> <ul style="list-style-type: none"> <li>- Partnership and cooperation of the LRT with universities in-country to promote and support the integration of the LRT offer within the wider context of existing university programmes/offer</li> <li>- The development and delivery of in-country and regional training courses, and the promotion of local capacity to support and maintain the development and delivery of the training offer</li> </ul>

## ANNEX 12.1: GRÓ FTP CASE STUDY REPORT

Introduction

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Case Study specific programme description and context

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Conclusions

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Prospects of the scaling-up or replication of the intervention in future endeavours of GRÓ

### INTRODUCTION

As per the Terms of Reference (ToR), an **evaluative case study** was carried out regarding the **collaboration of GRÓ Fisheries Training Programme (GRÓ FTP) with countries of the Caribbean region**. For this case study, information was collected from programme documentation, document reviews, key informants, data bases, and onsite observation.

The purpose of the case study is to draw lessons that enhance the effectiveness of the interventions of GRÓ FTP in the Caribbean region. Specifically, the case study looks at the relevance, coherence, effectiveness, and efficiency of the intervention, as well as the prospects for the sustainability of its effects and their impacts (long-term effects). The case study also analyses cross-cutting issues in terms of gender equality, environmental sustainability and human rights.

## 1. CASE STUDY SPECIFIC PROGRAMME DESCRIPTION AND CONTEXT

### 1.1 PROGRAMME CONTEXT

GRÓ FTP in the Caribbean originated in a Memorandum of Understanding (MOU) signed by the Caribbean Regional Fisheries Mechanism (CRFM), which encompasses **17 countries**<sup>1</sup>, and the then United Nations University-Fisheries Training Programme (UNU FTP) in 2008.

The **Caribbean nations faced the challenge of the sustainable use of their fisheries resources and needed to enhance their institutional capacities to address that challenge**. In this context, the CRFM serves as a platform for collaborative efforts to tackle common challenges related to fisheries and aquatic resources in the Caribbean region. With its mandate to promote the sustainable use, development, management, and conservation of fisheries and aquaculture resources among its member states, CRFM works in partnership with stakeholders to benefit the people of the region. At a time when the Government of Iceland (GOI) was looking to strengthen diplomatic relations with Caribbean countries, the CRFM approached the Icelandic MFA to seek assistance in enhancing the capabilities of the countries in the region. Those actions resulted in a **MOU, under the assumption that the UNU FTP had the competence, experience, and expertise to support, reinforce, and facilitate the CRFM's mandate of capacity building in the field of fisheries**.

The MOU recognizes that the combined and complementary efforts of the CRFM and the UNU FTP can contribute more effectively to the sustainable fisheries development in the Caribbean Community (CARICOM) region in areas of cooperation such as i) the **institutional strengthening and capacity building** in the areas offered by the UNU FTP consistent with the priorities of the Caribbean countries for the purpose of skills development in the area of sustainable development of fisheries; ii) the provision of **technical assistance** in support of CRFM's mandate; iii) **Training under the UNU FTP 6-month fellowship programme** and the scholarship programme for graduate studies at Icelandic universities as well as the development and delivery of **short courses** in fisheries and related areas; and iv) any other related area of cooperation or expertise of mutual benefit. Funding for the capacity building activities is set to be sourced by either or both parties. The MOU is implemented by Letters of Agreement specifying

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<sup>1</sup> Anguilla, Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, and the Turks and Caicos Islands.

the activities to be undertaken, the expected contributions of each party, the nature and timing of expected outputs, the reporting protocols, the treatment of intellectual property, and any other conditions agreed upon by the parties.

The programme has a **special focus in countries that qualify for Official Development Assistance** (ODA) in accordance with the Organisation for Economic Co-operation and Development Assistance Committee (OECD DAC) classification, **including** SIDS, as fisheries are an important sector to those countries in terms of both economic opportunities and food security and nutrition. To contribute to addressing the challenges to the fisheries sector in the Caribbean, GRÓ FTP has an array of interventions that include the following training interventions.

#### ***The 6-month postgraduate training programme.***

GRÓ FTP's 6-month training is at the core of the training efforts in the Caribbean. It **has the purpose of enhancing institutional capacities in the CARICOM countries** by helping the partner institutions to build a critical mass able to promote development change in the fisheries sectors in the Caribbean partner countries. Partner institutions are generally the fisheries divisions/institutions of the ministries that have the responsibility to promote and regulate the fisheries sector, but these also include private companies related to the fishing sector. Offered once a year in Iceland, the 6-month training programme targets young and mid-career professionals from the partner institutions.

The programme offers four lines of specialisation: i) Fisheries Policy and Management, ii) Aquatic Resource Assessment and Monitoring, iii) Quality Management of Fish Handling and Processing, and iv) Sustainable Aquaculture. So far 37 fellows from the Caribbean region (38% male and 62% female) have graduated from this postgraduate training programme. Jamaica has sent the most fellows of any country with nine attending the programme, followed by St. Vincent and the Grenadines with five, and Saint Lucia with four.

#### ***The M.Sc. and Ph.D. scholarship programme.***

GRÓ FTP provides scholarships for **qualifying fellows from the Caribbean region who want to continue their training in a Master's or PhD programme** at an Icelandic academic institution. The purpose of this scholarship programme is to further enhance human capital in the Caribbean region to contribute to development change in the fisheries sector. Since the inception of the Memorandum of Understanding between the Fisheries Training Program and the Caribbean Regional Fisheries Mechanism, five fellows have been granted a scholarship for M.Sc. and four of them have already graduated from the University of Iceland in areas of environmental and natural resources, food science, and fisheries biology.

#### ***In-country/regional training.***

This modality of training takes the form of **tailored short courses or workshops to address pressing issues in the fisheries sector of the Caribbean region**. The target audience of these training events is the directors and deputy directors of fisheries, fisheries officers of all ranks, technical staff, and personnel from private companies related to the fishing industry. Depending on audience and course content, these training events run from three days to up two weeks. In the past, these courses have equipped attendees with hard skills in data analysis (e.g., assessing the status of the commercial stocks in their countries), value chain promotion (e.g., to unlock the potential of the fisheries sector in the Caribbean by assessing key constraints along the value chains and identifying opportunities for investment and interventions to generate higher returns), and fishery leadership (e.g., heads of the Fisheries divisions / institutions were trained in leadership skills linked to managing fisheries departments in their organisations). These courses aimed at enhancing the profitability, sustainability, and management of the fisheries sector in the Caribbean in times of rapid environmental and social changes.

Since the inception of the MOU, **seven short courses and three workshops** have been delivered in the Caribbean region. So far, only regional short courses / workshops have taken place.

The CRFM is involved in the **selection of candidates for the training programmes in Iceland** and actively participates in planning, preparation, and delivery of the short courses/workshops, of which the **University of the West Indies** and the **University of Belize** are regular partners. Collaboration has also

taken place with the Caribbean Fisheries Training and Development Institute in Trinidad and Tobago, which was involved in the design and delivery of a workshop on value chain.

## 2. FINDINGS

### 2.1. PROGRAMME GOALS, STRATEGY, AND APPROACH (RELEVANCE)

The fisheries sector in the Caribbean faces numerous challenges in ensuring efficient and sustainable fisheries management. One of the main challenges is overfishing, which not only raises ecological concerns, but also has social and economic implications, especially in the artisanal fishing segment. Increased fishing undermines the livelihoods of fisherfolks, who often operate in areas with limited fish stocks, thereby resulting in overfishing that threatens the depletion of the fisheries stock the fisherfolks rely on for their food security. Given the challenges in the fisheries sector of the Caribbean, the CARICOM countries agreed to a Caribbean Community Common Fisheries Policy (CCCFP) with the goals of i) the conservation, management, sustainable utilisation, and development of fisheries resources and related ecosystems; ii) the building of capacity amongst fishers and the optimisation of the social and economic returns from their fisheries; and iii) the promotion of competitive trade and stable market conditions. Specific objectives of the Common Policy include to achieve this includes:

- The promotion of the sustainable management and development of fishing and aquaculture in the Caribbean region.
- The protection of food and nutrition security and the improvement of income and employment opportunities through the sustainable development of fisheries.
- The development of harmonised operating procedures for post-harvest practices.
- The improvement of welfare and the livelihoods of fishers and fishing communities.
- The prevention, deterrence, and elimination of illegal, unreported, and unregulated fishing.
- The enhancement of institutional capacities of the CARICOM member States to conduct research, collect and analyse data, and formulate and implement policies and make decisions.
- Facilitate the establishment of a regime for sanitary and phytosanitary standards for the fisheries sector.

The **objectives of the Common Policy directly relate to all ten targets of 2030 Agenda for Sustainable Development Goal 14 (SDG 14) Life Below Water** and indirectly to some targets of SDG 1 *No poverty*, SDG 2 *Zero Hunger*, SDG 3 *Good Health and Wellbeing*, SDG 8 *Decent work and Economic Growth*, SDG 12 *Responsible consumption and production*, and SDG 13 *Climate Action*.

Collaboration of GRÓ in the Caribbean region through **FTP directly contributes to the enhancement of individual and institutional capacities for the achievement of the CCCFP objectives** and the implementation of those SDGs.

The **programme interventions are relevant for the objectives of the CCCFP**. Through the contribution to capacity building by the postgraduate training programme, individual and organisational capacities in Caribbean countries are strengthened in the areas of fisheries policy and planning, stock assessment, sustainable aquaculture, and post-harvest management and processing of fish through the various lines of specialisation that GRÓ FTP offers. Furthermore, human capital has been enhanced through the FTP Scholarship programme by increasing knowledge in environmental and natural resources, fisheries biology, and food science, thereby strengthening capacities in the Caribbean region to deal with the challenges in the fisheries sector of that region.

The in-country **short courses and workshops** in the region also **directly contribute to building the capacities needed for the achievement of the CCCFP goals**. Professionals and fisheries officials gain insights about leadership in fisheries, value chain analysis and management, stock assessment, fisheries statistics and data modelling, and sanitary and phytosanitary protocols from the short courses.

The **programme aligns with GRÓ's overarching vision** of achieving the SDGs. It focuses on the sustainable use natural resources, resilience of natural and human systems, equality, human rights, and human well-being. By promoting progress in partner countries towards these SDGs, the programme aims to foster capable individuals and organisations that can sustainably manage natural resources.

**Output (1)** of increased capability of individuals and expertise of GRÓ partner organisations to design and implement programme activities in their respective professional fields **is relevant**, as GRÓ aims to train fellows in fisheries, to grant scholarships to qualifying fellows for graduate studies in fisheries related fields at Icelandic universities, and to participate in the preparation and delivery of short courses / workshops in partner Caribbean countries through FTP.

**Output (2)** of production and dissemination of new knowledge by GRÓ trainees, fellows, and scholarship recipients **is relevant** to the overall goal of GRÓ and is accomplished with the publication of the academic work of fellows and scholarship recipients in the GRÓ website as well as the CRFM website for Caribbean FTP projects. This research is openly available for stakeholders in the Caribbean to be used in further research and learning or to inform policy making decisions.

**Output (3)** of professional empowerment of GRÓ training participants and scholarship recipients is increased through GRÓ community building and networking **is also relevant** as the engagement of former fellows as organizers and/or lecturers in short courses/workshops in partner Caribbean countries contributes to their professional development, as is the case of short courses in stock assessment where a Jamaican former fellow participates as an instructor. In addition, the group that attended the Fisheries Assessment and Data Modelling workshop held in Barbados in 2023 has set up a network that meets online and they learn from each other on this subject, thereby contributing to their empowerment to bring change in their field of work in the Caribbean region. This sort of alumni participation also reinforces Output 1 by keeping alumni engaged with new insights and developments in the fisheries sector.

Therefore, the evaluator assesses that the **GRÓ FTP interventions are relevant** as they address the needs of the partner countries in the Caribbean region and directly advance the goal of GRÓ in terms of enhancing the capacities of individuals and organisations in partner countries to advance the achievement of SDG 14 by promoting the sustainable use of natural resources.

## **2.2. PROMOTION OF SYNERGIES BETWEEN THE PROGRAMME AND OTHER LOCAL DEVELOPMENT EFFORTS (COHERENCE)**

**Internal Synergies.** Among the GRÓ training programmes, there is synergy in the Caribbean with the GRÓ Geothermal Training Programme (GRÓ GTP), as the capacities built in the region for the use of geothermal energy have the potential for the reduction of CO<sup>2</sup> emissions that cause ocean acidification. 13 fellows from five Caribbean have graduated from the 6-month GTP training, and one former fellow received a master's degree from the University of Iceland. GRÓ FTP is also in discussions with GRÓ GTP and MATÍS for collaboration in bringing geothermal energy to fish processing, which would further enhance synergies between these two GRÓ TP. There is also potential synergy with the GRÓ Gender Equality Studies and Training Programme (GRÓ GEST) as gender equality is a pressing issue in the fisheries sector in the Caribbean region.

**External synergies.** There are also synergies with interventions funded by other donors in the Caribbean region. The programme for **Strengthening Fisheries Management in African, Caribbean, and Pacific Countries** (ACP Programme Fish II) funded by the European Union (EU) aims to contribute to the sustainable and equitable management of fisheries in the region by improving institutional capacity for fisheries and aquatic resources management. The Japan International Cooperation Agency (JICA) implements several projects in the Caribbean through the CRFM related sustainable fisheries and coastal resources, one of which is COASTFISH<sup>2</sup>, which entails, among other areas of support, data collection and monitoring, community-based resource management, and policy development and implementation, areas in which the capacities developed by GRÓ FTP can play a complementary role.

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<sup>2</sup> Strengthening Sustainable Use and Management of Coastal Fisheries Resources in CARICOM Countries. While COASTFISH also addresses capacity building and training, there is no evidence that efforts by GRO-FTP and those of JICA overlap, given the substantial needs in the Caribbean region and the actual assistance provided by both initiatives.

In addition, the CRFM maintains Memorandums of Understanding with several institutions. These include the **Intergovernmental Oceanographic Commission** (sub-commission for the Caribbean and adjacent regions) for capacity building in sustainable fisheries and the University of Belize and University of the West Indies for strengthening institutional capacity in sustainable coastal and marine resource development. The cooperation with the University of the West Indies includes mutual support in the design, implementation, and evaluation of training courses in fisheries. Official partnerships also exist with the Virginia Institute of Marine Science at William and Mary College, the Australian National Centre for Ocean Resources and Security of the University of Wollongong, and the University of Florida for capacity building and faculty and student exchanges.

As part of its **bilateral development cooperation**, Iceland supports the CARICE Project in Saint Lucia, Dominica, and Jamaica to implement a fisheries information system called Fisheries Manager. This system would facilitate data collection, data retention, and dissemination of information, which in turn will increase the effectiveness of fisheries management and the value of fish goods based on proof of origin. If successful, Fisheries Manager will be introduced to the rest of the member States of the Caribbean Regional Fisheries Mechanism, and its use would then be integrated with the FTP's curriculum in the region.

Also in the Caribbean, though not through the **CRFM**, there is the Caribbean Fisheries Training and Development Institute (CFTDI) located in Trinidad and Tobago. This is an agency of the Ministry of Agriculture, Land and Fisheries of Trinidad and Tobago with a focus on food security, and as such, it offers maritime courses as well as courses on seafood technology and fisheries training in the region. FTP has previously partnered with this Institute in the design and delivery of a workshop in the Caribbean, and these types of synergies can be further enhanced by pursuing further collaboration with CFTDI, specifically in the area of management, where there seems to be the greatest potential for synergies.

**GRÓ FTP interventions** in the region, **coexist with many other initiatives** and capacity building efforts for individuals and organisations from other donors to promote changes aimed at achieving SDG 14. There is great potential for close collaboration between these efforts. However, **there is little evidence of the promotion of synergies between internal or external initiatives** to increase efficiency and effectiveness of efforts for general development in the Caribbean from the Iceland MFA or with other donors in the promotion of the Caribbean fishing sector. Thus far, **GRÓ FTP has relied on CRFM to manage synergies, and thus coherence, of training efforts** as FTP has not been part of such coordination process, which opens the opportunity for improvement in this regard with the aim of enhancing external synergies. **FTP does, however, monitor the training in ocean governance offered by other donors** such as that of the International Ocean Institute (IOI-Canada) and the Australian National Centre for Ocean Resources and Security (ANCORS) of the University of Wollongong, both of whom have a MOU with CRFM.

### **2.3. PROGRESS TOWARDS RESULTS (EFFECTIVENESS)**

As planned, the programme has delivered the following Outputs:

The first output is the increased capability of individuals and expertise of partner organisation to design and implement programme activities in their respective professional fields. Since the signing of the Memorandum of Understanding, 37 Caribbean fellows (Table 49) have received training from the 6-month FTP fellowship in Company Management (two), Policy and Planning (seven), Stock Assessment and Gear Analysis (four), Stock Assessment (seven), Aquatic Resources Assessment and Monitoring (four), Quality Management of Fish Handling and Processing (seven), and Sustainable Aquaculture (six).

Table 1: Caribbean recipients of GRÓ FTP support for postgraduate training

Country	Post-graduate training		
	Male	Female	Total
Antigua and Barbuda	1	1	2
Bahamas	0	1	1
Barbados	1	1	2
Belize	1	1	2
Dominica	3	0	3
Grenada	1	0	1
Guyana	1	1	2
Haiti	0	1	1
Jamaica	3	7	10
St. Kitts and Nevis	0	1	1
St. Lucia	1	3	4
St. Vincent and the Grenadines	1	4	5
Suriname	0	2	2
Trinidad and Tobago	1	0	1
TOTAL	14	23	37

For acquired knowledge, **fellows can transition** from highly specific, technical backgrounds such as marine biology, environmental science, fisheries biology, or zoology **into a comprehensive approach to fisheries**, which allows them to be more functional in the fisheries sector. Fellows also enhance their analytical and research skills as a result of the training programme.

Additionally, **four fellows** (two males and two females) **have obtained a M.Sc. degree** – two in Environment and Natural Resources and one in Fisheries Biology and one in Food Science. Also, one fellow (female) is **finishing her M.Sc. degree** in Aquatic Biology at Hólar University.

The Caribbean region has also benefited from **short courses and workshops** held regionally and organized in partnership with the CRFM to **contribute to the enhancement of capacities in the region** (Tables 50 and 51). These events are an important part of the capacity building endeavour because these are means to keep former fellows updated and engaged in learning. Additionally, high-level fisheries officials attend these events, which helps to advance the notion of capacity building and gain resources to be used in policy making and implementation.



Table 2: Short courses by country

Year	Country	Short Course	Male	Female	Total
2010	Barbados	Fisheries Statistics and Stock Assessment, part one	14	6	20
2010	Belize	Leadership in Fisheries	12	3	15
2011	St. Vincent and the Grenadines	Fisheries Statistics and Stock Assessment- part two	11	6	17
2012	Saint Lucia	Project Cycle Management	15	6	21
2013	Saint Lucia	Leadership in Fisheries	11	6	17
2016	Iceland (Reykjavik)*	Management of Sanitary and Phytosanitary Procedures	10	8	18
2016	Suriname	Value Chain Analysis in the Caribbean Fisheries	16	3	19
<b>TOTAL</b>			<b>89</b>	<b>38</b>	<b>127</b>

\*Attended by professionals from the Caribbean Forum (CARIFORUM)

Table 3: Workshops by country

Year	Country	Workshop	Male	Female	Total
2014	St. Vincent and the Grenadines	Data collection and management of CRFM member states	8	8	16
2018	Trinidad and Tobago	Fisheries Value Chain Management Workshop	17	12	29
2023	Barbados	Fisheries Assessment and Data Modelling	10	10	20
<b>TOTAL</b>			<b>35</b>	<b>30</b>	<b>65</b>

Responses from attendees to **short courses and workshops** reveal that many consider **training events to be useful**. They have expressed satisfaction with the quality and relevance of the content, noting that the skills and knowledge gained are directly applicable to their work. For example, 100% of those who evaluated the workshop *Fisheries Assessment and Data Modelling* held in Barbados in 2023 say they will use the analytical framework in their jobs as a result of taking the course and four out of eleven who answered the evaluation, mentioned that they would like to be part of a fisheries data science community in the Caribbean region. In fact, the group that attended this workshop holds regular online meetings through which they learn from each other, with the support of a longstanding FTP lecturer and supervisor, who was one of the workshop's organisers and lecturers, Dr. Einar Hjörleifsson, thereby continuing to develop the skills acquired at the workshop. This group has developed a structure and has presented some of their work at the Fisheries Directors' Forum in the Caribbean region. For the course on *Leadership in Fisheries*, held on Belize in 2010, about 60% of participants evaluated the course as good and near 40% as very good; in terms of public administration content, close to 75% of the group rated it as good and about 20% as very good; for motivation empowerment content, slightly above 60% of the group rated it as good and slightly below 40% as very good; and for leadership style content around 55% rated it good and about 45% very good<sup>3</sup>. The course *Project Cycle Management* held in Saint Lucia in 2012 was rated as very good and good by 45% and 55%, respectively, by the attendees; 95% said they will use their learning in their jobs and 85% mentioned that what they learned will be helpful in accessing donor funds for projects at their institutions. From a sample of the evaluations by the attendees to the course *Value Chain Analysis in the Caribbean Fisheries* held in Suriname in 2016, 86% mentioned that after the workshop they felt competent in constructing a value chain in their industry

<sup>3</sup> The evaluation report is presented in graphs that indicate the percentage scale but not the exact percentage.

while 14% were not sure about it; 57% mentioned that after the workshop they felt competent in preparing a business plan in relation to value chain management, and 43% indicated not being sure about it.

GRÓ FTP has also launched an initiative to provide a **series of free informative YouTube videos about fisheries and SDG 14**. These videos aim to enhance capacities by broadly covering topics such as the significant impact of small projects in fisheries, the value of fish preservation, the importance of data for sustainable fisheries management, and the definition and defence of small-scale fisheries. While not specifically targeted at the Caribbean fisheries community, these videos are accessible to a global audience, including potential viewers from the Caribbean. The content addresses key targets of SDG 14, such as sustainable fishing practices and the economic benefits of sustainable fisheries.

A **second output** of the GRÓ FTP postgraduate training is the **production and dissemination of knowledge by GRÓ training participants** through the publication of **30 research papers and four M.Sc. theses**.

The **third output of professional empowerment through community building and networking** by the GRÓ FTP seems to be effective based on former fellows' testimonies on the effect of the programme. Specifically, fellows report their training experience in Iceland to be highly **valuable, transformative, and empowering**. Fellows go back to their home countries with more knowledge and a new perspective about fisheries and cultural competency. By participating in the training programme, **fellows also can expand their professional network**.

With the delivery of these results, **FTP demonstrates its effectiveness** and, through it, GRÓ fellows, trainees, and respective organisations are equipped to act as agents of change in achieving the SDGs relevant to their field of work in the Caribbean region.

#### **2.4. PROGRAMME IMPLEMENTATION AND ADAPTIVE MANAGEMENT (EFFICIENCY)**

The **delivery of short courses and workshops in the Caribbean region** for the purpose of strengthening institutional capacities is planned and developed with great care to ensure relevance and quality of training content. The process begins with the **identification of areas that need to be strengthened** in the Caribbean region through an internal consultation within the CRFM, in which the Ministers of Fisheries of member States participate through their regular ministerial meetings, which takes place at least twice a year; the courses and workshop on specific topics are then requested from GRÓ FTP by the CRFM.

Once the training need has been identified, **GRÓ FTP recruits experts from its pool of long-standing Icelandic partner institutions** including the University of Iceland, the University of Akureyri, and the Marine and Freshwater Research Institute. **The CRFM recruits counterpart experts** within its network of partners in the region, which usually include the University of the West Indies and the University of Belize.

The assembled team, led by GRÓ FTP and CRFM staff hold several rounds of consultations, both onsite and online, to discuss the current scene of the Caribbean fisheries sector with occasional participation of high-ranking officials from the country's Fisheries Divisions to identify the target group and the main topics of the short courses. **Course materials are then tailored to the context of the target countries fisheries**. It is often the case that the local lecturers/experts do not have the expertise in the specific issue of the course. This is important because these courses are also intended to train trainers, so that these can replicate such courses locally. An interactive approach involving local expertise is taken to develop course materials.

The interactive process of course preparation takes long and may seem inefficient compared to hiring experts with readily available courses. However, the longer-term benefits are not the same because the courses can later be replicated locally at a minimum cost. The cost of these workshops or short courses is high because of the planning, logistics, and preparation they involve. However, **the benefit-cost ratio is high as well** (in terms of value for money) because of the **high quality of courses tailored to specific contexts** and their multiplier effect since the material **can be later reused in other courses or by local**

**instructors** (see *sustainability for further details*); however, there is no evidence that course materials have been used by local instructors at their own academic institutions.

**The CRFM plays a leading role** in the preparation and delivery of these short courses/workshops. It manages the logistics of the event including travel and accommodation, and CRFM staff always remains attentive during the events to quickly solve any unforeseen problems.

Feedback is gathered at the end of each short course or workshop from attendees on the quality of course content (relevance, usefulness, applicability) and lecturers. The evaluation results are intended to be used for further course improvement.

Financially, the delivery of **training programmes across the spectrum of FTP** is competitive (Table 52), and thus it **is efficient**.

*Table 4. Estimated cost per training type, based on 2024 budget*

FTP Training and Scholarship	Per fellow - ISK	Per fellow – USD*	
6-month training programme	5,300,000	38,500	
M.Sc. scholarship for 16 months	6,420,000	46,600	
Short Courses and Workshops	Per event - ISK	Per event -USD*	Per grantee – USD*
Ten-day in-country course for 15 local participants	8,050,000	58,500	3,900
Ten-day in-country course for 15 regional participants	11,000,000	80,000	5,333

\* It varies depending on the exchange rate.

Using the Master's degree in in fisheries management from the University of Florida (UF) as a benchmark, ranked among the best in fisheries in the United States and with which the CRFM has a cooperative agreement, an academic year (nine months) for a master's degree costs \$53,234<sup>4</sup>; substantially above the cost per fellow at an Icelandic university. The **6-month training programme** would be considered a graduate programme at UF, so the cost for a six-month period in the United States would be slightly lower than the cost per fellow in Iceland, but the 6-month programme in Iceland is still competitive considering the uniqueness of the programme and the value it offers to participants.

## 2.5. PROSPECTS FOR THE MAINTENANCE / CONTINUATION OF THE PROGRAMME BENEFITS (SUSTAINABILITY)

### **6-month training programme.**

The prospects for the **sustainability** of the effects of the programme **can be enhanced** if the programme's interventions are scaled up and focused so that the effort of the FTP does not dilute across the region. Those prospects also depend on the legal framework and financial environment of partner countries as they are important enablers and drivers of change, respectively.

Sustainability here also depends on staff turnover. In Jamaica, for instance, the country with more fellows trained, nine out of 37, in the Caribbean, the benefits have shown to be mostly sustainable so far. All fellows trained in Iceland have come back to their home country and to the organisation, the National Fisheries Authority (NFA) that nominated them after graduation. However, currently only seven of the nine<sup>5</sup> fellows work for the organisation, where they can apply their knowledge. One fellow, who also was a M.Sc. scholar at the University of Iceland and later pursued a Ph.D. degree at the Universidad Marista

<sup>4</sup> Office of financial aid and scholarships of the University of Florida. It includes tuition and fees, school materials, transportation, living expenses, and miscellaneous personal expenses. It does not include air transportation from and to the home country.

<sup>5</sup> The first fellow that attended the GRÓ FTP postgraduate training, although a Jamaican national, was selected as CRFM staff and, as such she is stationed in St. Vincent and the Grenadines as she continues to be part of CRFM staff.

in Mexico, left his position from the NFA in search of better professional opportunities in Jamaica, and while his skills are not lost to the country, the capacities built at the NFA are undermined. This fellow is currently looking for a position at the University of the West Indies at MONA, where, if granted, he will be able to advance the sustainability of the programme by further creating and disseminating knowledge in the fisheries sector. A third fellow left Jamaica in hopes for a better life and professional opportunities in Europe.

One of the **factors that hinder the long run sustainability** of the programme's results and benefits is **the high turnover of staff in government agencies related to fisheries**. To fulfil the outcome of training local experts to become agents of change in achieving the SDGs, alumni fellows need stability to apply their knowledge in their home nominating organisations. Push factors such as low compensation and poor working conditions cause many to seek employment in other sectors or regions. These conditions constitute an important risk factor for the sustainability of the programme's benefits as former fellows look for other opportunities for professional development and better incomes. These **constraints on sustainability are external to FTP** and are therefore beyond its control. In this regard, it is fair to say that while partnering with the Caribbean countries has many advantages, it is also true that the relationship with partner institutions in partner countries is not as close as it should be, as the CRFM mediates in the selection process and, as a result, GRÓ FTP does not have all the necessary access to partner institutions to better understand their needs and sustainability constraints; In Jamaica, for instance, the selection process with the National Fisheries Authorities (NFA) is based on seniority, rather than needs, but GRÓ FTP does not have direct access to assist the NFA in assessing their training needs.

#### **Short courses and workshops.**

After each short course or workshop is delivered, in some cases a thorough report is prepared in which the results and analysis of the evaluation of the course are presented, discussing areas of strength and for improvement. The courses have mostly been regarded as **useful** by attendees, and they report planning to apply the acquired knowledge to their work promoting their sustainability. For example, 100% of those who evaluated the workshop Fisheries Assessment and Data Modelling say they will use the analytical framework in their jobs because of taking the course. 86% of the attendees to the course Value Chain Analysis in the Caribbean Fisheries indicated the course enabled them to construct a value chain in their industry and 57% mentioned that after the workshop they felt competent in preparing a business plan.

The **lack of political will** to implement changes or apply regulations poses **risks to the sustainability** of the programme's results. Regional short courses in the Caribbean, for instance, have focused on fisheries statistics, stock assessment, and data modelling. Capacities enhanced through these workshops generate a wealth of information on the sustainability of fish stocks. However, as some key informants reported, licensing and enforcement of fishing protections often do not follow indicators or data, but rather political wills influenced by confounding social and economic pressures that fisherfolks face with maintaining the sustainability of fish stocks. This constraint to sustainability of results is beyond FTP's control.

Course impact and sustainability is also dependent on the replication of courses and, as such, it requires involving partners who plan to use the content in the future. This also ensures that the Programme's efforts extend beyond the delivery of courses and continue to contribute to the development of fisheries in the Caribbean region. The course on *Leadership in Fisheries* has been delivered twice, in Suriname and in Trinidad and Tobago, and the workshop on Fisheries Assessment and Data Modelling has its precedent in two previous versions of a Fisheries Statistics and Stock Assessment workshop delivered in St. Vincent and the Grenadines in 2011 and in Barbados in 2010.

## **2.6. PROSPECTS FOR LONGER-TERM DEVELOPMENT EFFECTS (IMPACT)**

### **Micro-level**

The prospects for longer-term development effects are **excellent and primarily at the micro-level** since the acquired learning by individuals will stay with them for the rest of their productive lives, whether within their organisations or outside of them. The individual's enhanced capacities have the potential to prompt new learnings, either through more training or new research as well as knowledge exchange.

The exact long-term outcomes of the empowerment of fisheries professionals, however, are difficult to predict.

### ***Meso-level***

At the meso-level, the **prospects** for long term effects are **good** as they depend on the political, legal, and financial environment of the Caribbean region.

For example, two former fellows in Jamaica work in an active data collection programme for the country's major fisheries, which includes comprehensive catch data and biological data reported quarterly. In this effort, one former fellow is a Statistician / Data Manager, and another fellow contributes to the sustainable management of lobster fisheries. The data collected and processed is expected to be inputted by the National Fisheries Authority for fishing licensing purposes and thus the restoration of fish stocks because of some of the work done by FTP-trained fellows. However, the meso-level impact of these efforts is dependent on just licensing and enforcement to ensure fish stock recovery.

Innovations by former fellows in the Caribbean, namely in Jamaica, such as those related to cost-effective and environmentally friendly fish feed, aquaculture effluents to prevent the degradation of land, and fish preservation of salted redfish, depend on societal factors to have a meso-level impact. The adoption of new technologies, enforcement of regulations, and supported implementation of projects are crucial for these innovations to realize their potential benefits at the community or national level.

### ***Macro-level***

At the macro-level, impacts are made depending on the achievement of the targeted SDG, which in turn depends on the implementation of policies or international standards. Impacts at the macro-level also rely on having the adequate legal framework for fisheries. In Jamaica, for instance, the fisheries policy is still a draft that dates to 2008 and the regulatory framework is not sufficient for good corporate and fisheries governance. Currently, the Jamaican National Fisheries Authority is working on providing guidelines to improve regulation, including updating the Fisheries Act of 2018.

So, while the potential is there, the **realization of impacts is beyond FTP's control**. Thus, it is difficult to predict whether impacts can be seen in the short, medium, or long run. However, the impact of capacity building on the micro-level of the individual allows larger impacts on the meso- and macro-levels when the setting allows.

## **2.7. HORIZONTAL THEMES/ CROSS-CUTTING ISSUES**

### ***Gender***

Since the inception of the MOU with the CRFM, the overall gender ratio of fellows has been **38% male and 62% female**. This reverse gender gap reflects the trend in Caribbean countries where men are less likely to access tertiary education, resulting in a predominantly female candidate pool. However, from 2018-2023, the gender balance in the 6-month postgraduate training converged to 56% male and 44% female. For FTP post-graduate scholarships, the ratio is slightly female dominated at 3:2. In short courses, male participation is 70%, while female participation is 30%. Workshops have a more balanced gender participation, with 54% male and 46% female.

In the fisheries sector, women's participation remains low. For example, **in Jamaica, only 10% of licensed fishers are female**. However, there is potential for increased female participation in aquaculture and postharvest handling of fish as more knowledge is produced and applied.

### ***Human rights***

Fisheries, both capture and aquaculture, play an important role in terms of **food security**, which is particularly relevant for artisanal fisherfolks as their livelihoods are in a state of precarity due to low and uncertain seasonal income. As knowledge is created, disseminated, and applied through the GRÓ FTP interventions, the prospects for more harvest and production of fish on a sustainable basis improve as does **the right to adequate food**.

GRÓ FTP also contributes to the realization of **the right to a clean, healthy, and sustainable environment** as FTP interventions are environmental by nature and aim to facilitate healthy and sustainably produced food, healthy ecosystems, and biodiversity.

#### ***The environment***

The capacities built in stock assessment and sustainable aquaculture inherent to GRÓ FTP interventions have the potential to **directly contribute to the environmental conservation of marine resources**.

### **3. CONCLUSIONS**

#### ***Relevance***

Both the 6-month training programme in Iceland and the regional short courses or workshops in the Caribbean are **relevant to address the capacity gaps present in Caribbean countries** to achieve their common policy objectives in terms of the sustainable use of fisheries for the benefit of the region. These capacity building efforts are **also in line with the goal of GRÓ** to enhance the capacities of individuals and organisations in partner countries to advance the achievement of the SDGs, in particular SDG 14 as targeted by GRÓ FTP, by promoting the sustainable use of natural resources.

#### ***Coherence***

GRÓ FTP **interventions**, both the 6-month training programme and the short courses or workshops in the region **do not happen in isolation**; they coexist with other capacity building efforts, from GRÓ itself, like GRÓ GTP, and other donors, like the EU and the Japan International Cooperation Agency, to enhance the capacities of individuals and organisations to promote and implement changes aimed at achieving the sustainable use of fisheries resources and, thus, the implementation of SDG 14. However, these efforts are not coordinated with GRÓ FTP as it relies on CRFM to manage the synergy of training efforts.

#### ***Effectiveness***

The results delivered by GRÓ FTP are expected to trigger development changes in the fisheries sector of the Caribbean region as they influence the achievement of the objectives set forth in the CCCFP, which translate into the achievement of SDG 14 directly, and some targets of SDGs 1, 2, 3, 8, 12, and 13 indirectly. This is possible through enhanced capacities of individuals and partner organisations in the design and implementation initiatives in the fisheries sector, the production and dissemination of new knowledge related to fisheries, and the professional development through community building and networking that empowers alumni. Thus, **the programme is effective**.

#### ***Efficiency***

The programme's **interventions are efficient**. The monetary cost of the scholarship per person is substantially lower than its equivalent in a U.S. university, for example. The unitary monetary cost of the 6-month training in Iceland is slightly higher than a similar programme in a U.S. university; however, the difference is overcome by the quality and uniqueness of the Icelandic option. As for the short courses or workshops, the value for money is well worth it as these courses or workshops are intended to be replicated and their materials reused by lecturers in their own training activities, all of which adds to the sustainability of the benefits.

#### ***Sustainability***

(1.) The sustainability of the effects and benefits of the programme's interventions are **enhanced by virtue of the partnership with CRFM**. This is because many of the activities necessary for a sustainable fisheries sector require collective action, especially in capture fisheries, and the CRFM, as a platform for joint efforts to address common challenges related to fisheries and aquatic resources in the Caribbean, offers a favourable setting for that as it comprises the Ministerial Council; hence, the CRFM has the reach to promote collective actions that otherwise seem unlikely to be achieved by the small island States alone. In addition, the long-term partnership with CRFM and the enrolment of fellows from the region on a continuous basis has allowed for a better mutual understanding of potential opportunities in the region and specific countries, which increases the prospects for sustainability as specific needs can be addressed.

(2.) At the country level, there is a **risk to the sustainability** of the impact of GRÓ FTP's capacity building efforts through the 6-month training programme in Iceland as these efforts are diluted since the **participants are scattered across the region**, which in turn it is due to country size and the insufficient qualifications of candidates, as a region; however, the risk is ameliorated as former fellows collaborate regionally through a host of scientific committees.

(3) Linked to the dilution effect is the fact that, as **Caribbean countries graduate from the DAC list of ODA recipients**, such as is the case of Bahamas, Barbados, Trinidad and Tobago, to mention a few, the pool of candidates for the fellowship programme is continuously reduced; however, **this interpretation of country development is inaccurate as national income is highly concentrated** and the sector that drives national income increases is mostly tourism<sup>6</sup>, **leaving behind impoverished sectors, such as fisheries**. That situation also has implications for the sustainability of the effects of the programme's intervention, as it implies leaving the job unfinished and a likely waste of resources.

(4.) The **sustainability** of the effects of the short courses or workshops **can be enhanced if their replication is increased**, preferably at the country level to be more cost effective.

### **Impacts**

Impacts are **high at the micro level** in the short-term. The enhanced human capital vested in the trainees is an impact and the subsequent continued fostering of that knowledge add to the impact on that level in the long-term. **At the meso-level, the impacts are likely** but depend on retention of talented fellows at their local organisations (like Fisheries Divisions) to effect change. As for the long-term impacts, **at the macro level, these are difficult to predict** and largely rely on the existence of fisheries policies and an adequate legal framework that enables the formulation of policies and regulations. The same applies to **long-term effects resulting from capacity build up through the meso- and macro-levels over a long time**.

### **Cross-cutting issues**

The **programme strives to have a gender balanced participation**; however, there is a reverse gender gap in the Caribbean that affects this effort. Since fewer males attend tertiary education, the pool of candidates for the 6-month training programme in Iceland is female dominated. The opposite happens when it comes to the short courses, where attendance is male dominated likely because of male dominance in the positions of leadership. **Human rights are positively impacted** by the programme's interventions, as fisheries play an important role in food security and nutrition, enhancing the prospects for the **right to adequate food** and the **right to a clean, healthy, and sustainable environment**. FTP interventions are environmental by nature and aim to facilitate healthy and sustainably produced food as well as healthy ecosystems and biodiversity.

In conclusion, **GRÓ FTP interventions** in the Caribbean **effectively contribute to achieving the policy goals of the Caribbean region** in terms of sustainable use of fisheries resources, **and they are aligned with the achievement of GRÓ's goal** of promoting the sustainable use of natural resources.

## **4. LESSONS LEARNED**

- The **CRFM is an instrumental focal point** in reaching the 17 Caribbean nations and enhances the efficiency of GRÓ FTP training efforts. Even more valuable is the **CRFM's ability to influence regional policies and decision-making within the CARICOM area** through its Ministerial Council. This CRFM capacity has the potential to make the GRÓ FTP interventions more fruitful.
- The CRFM has a host of partnerships with international and national institutions who also cooperate in capacity building, both for individuals and organisations. **The Caribbean region would benefit more if these efforts were coordinated and driven by clearly structured needs in a way that makes coherence clear.**

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<sup>6</sup> Oil in the case of Trinidad and Tobago.

- The success of the 6-month training programme in the Caribbean region depends on FTP taking on the **critical mass needed to trigger developmental change in partner countries**, specifically in the **implementation of the targeted SDGs and others SDGs** that are also relevant. **On average, only two fellows from the Caribbean** are sent to Iceland for postgraduate training per year, which, due to a dilution effect, would seem to hinder the sustainability of the results and the efficacy of this type of training in the region especially given that, as already mentioned, GRÓ FTP selects fellows through the mediation of CRFM, without having a close relationship with partner countries and institutions in the region to better assess country and institutional needs. In that regard, a closer working relationship with partner countries, one that allows **a more focused approach, could prove more successful**, targeting not only specific countries but also the specific capacity gaps those countries present. So far, 40% of fellows have received training in stock assessment and 19% in quality management of fish handling and processing. This emphasis is in tandem with the needs in the region, as reliable data on stocks is a precondition for the sustainable management of fisheries. However, since the Caribbean nations have noticeable policy gaps, **more trainees are needed in Fisheries Policy and Management**.
- **The selection process** for the 6-month fellowship **is key to the success of the efforts by GRÓ FTP**. Although it is clearly established that the Fisheries Divisions of the Caribbean countries nominate candidates according to institutional needs and directed by policy, that is not always the case.
- The **short courses or workshops have been useful to enhance the capacities of fisheries officials and technical staff**. While the replication of these courses and workshops depends on available financing, the cost for delivery can be substantially reduced if they are replicated locally, instead of regionally, as the cost for accommodation and transportation would be substantially reduced. The prospects for results are also enhanced as these locally delivered courses substantially expand the trainee's base.
- It is not clear whether the benefits that would come from the **reuse of course materials** by local instructors at their own academic institutions have been realized. Thus, it is recommended to **follow up on this to monitor the subsequent benefits of knowledge dissemination** through these means.
- **Tracking the results of the short courses is an area of improvement**. Another short follow-up survey, using Google forms or other free available means, of course attendees could provide data on whether participants have used or disseminated their learnings.

## 5. PROSPECTS FOR THE SCALING-UP OR REPLICATION OF THE INTERVENTION IN FUTURE ENDEAVOURS OF GRÓ

**Scaling up** the capacity building efforts in the Caribbean region **has the potential to diminish the risk for the sustainability** of the interventions' effects **and enhance the effectiveness** of the programme in the region.

On the one hand, scaling up training efforts in the region, as much as GRÓ FTP can manage, involves **training more fellows from the Caribbean region**. However, it is advisable to strategically **focus these efforts on specific countries**. For instance, prioritize countries like Jamaica that have already received many fellowships to complete the ongoing work there. Alternatively, **target countries where needs can be met quickly** to avoid scattering resources over time and space and diluting the potential impact. Additionally, since achieving the targeted SDGs is linked to policy implementation, **training should emphasize enhancing capacities in fisheries policy and management**. This is particularly relevant for countries like Dominica, Grenada, Jamaica, Saint Lucia, and St. Vincent and the Grenadines, which face significant policy gaps in this area.

On the other hand, scaling up training efforts also involves **replicating some of the regional short courses and workshops** at the country level. Topics such as value chain management, project management, marketing, and technical management of fisheries and food losses would all significantly enhance regional capacities. Participants could be accepted across the fisheries industry, including government, academia, research institutes, and seafood companies. **There is a strong demand for local training**. For instance, in Jamaica, the National Fisheries Authority plans to hire 62 new staff for fisheries compliance, licensing, and statistics, 56 new staff for capture fisheries, and 59 new staff for aquaculture



by 2027, according to its strategic business plan. These new hires, who typically have technical degrees in environmental biology, marine biology, or environmental science, **will require specialized training in fisheries** as they currently lack specific knowledge in this field.

The establishment of a **Centre of Excellence in the Caribbean is appealing considering the close ties between regional institutions such as the CRFM and the University of the West Indies**. A Centre of Excellence in the region **would serve as a basic and applied knowledge resource** for Caribbean nations. While such a centre would require substantial initial investment in human capital, this could be resolved by scaling up the scholarship programme. A Centre of Excellence in the Caribbean would also add to the sustainability of the programme's effects as it would offer opportunities in the region for those in search of enhancing their professional capacities, and eventually it could be home to the 6-month training programme in the Caribbean, with the effect of boosting fellows' training in the region. Hence, while initially a Centre of Excellence like this would complement the training offer carried out in Iceland, it would eventually replace the training programme in Iceland, thereby corroborating the development of institutional capacities in the Caribbean region. The training offered by a Centre of Excellence could also include a Diploma degree on Aquaculture and on Food Quality, as aquaculture is posited to expand in the region as capture fisheries decline. However, a substantial amount of assistance would be required for an endeavour like this. The University of the West Indies at Trinidad and Tobago campus and Barbados campus seem fit to host a Centre of Excellence based on their past activity in supporting the capacity development efforts of GRÓ FTP.

In addition to **scaling up opportunities**, one of the key initiatives of the University of the West Indies as part of its Global Online Initiative, through its Office of Online Learning, is **offering MOOC**. As online learning is on the rise worldwide, this is an opportunity that could be harnessed by the programme to substantially expand the training efforts in the Caribbean region and beyond by GRÓ FTP.