

**CAF/FAO/CRFM/GEF - BE-CLME+ Project: Promoting National Blue Economy Priorities Through Marine Spatial Planning in the Caribbean Large Marine Ecosystem Plus**

**(GEF Project ID: 10211)**

**2023-2024 Work Plan, Budget and Procurement Plan**

CARIBBEAN REGIONAL FISHERIES MECHANISM (CRFM)

Princess Margaret Drive

Belize City, Belize

Tel: (501) 223-4443

Email: secretariat@crfm.int

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# Acronyms

|  |  |
| --- | --- |
| AWP | Annual Work Plan |
| BE | Blue Economy |
| CAF | Corporación Andina de Fomento (Development Bank of Latin America) |
| CLME | Caribbean Large Marine Ecosystem |
| CRFM | Caribbean Regional Fisheries Mechanism |
| CROP | Caribbean Regional Oceanscape Project |
| CSOs | Civil Society Organisations |
| EEZ | Exclusive Economic Zone |
| HYPR | Half-Yearly Progress Report |
| ICZM | Integrated Coastal Zone Management |
| FAO | Food and Agriculture Organisation of the United Nations |
| KM | Knowledge Management |
| GEF | Global Environment Facility |
| MPA | Marine Protected Area |
| MSP | Marine Spatial Plan |
| M&E | Monitoring and Evaluation |
| OECM | Other Effective Area-Based Conservation Measures |
| OECS | Organization of Eastern Caribbean States |
| OGT | Ocean Governance Team of the OECS |
| OSPESCA | Central American Fisheries and Aquaculture Organization |
| PIR | Project Implementation Report |
| PMU | Project Management Unit |
| PY | Project Year |
| RFP | Request for Proposal |
| RPC | Regional Project Coordinator |
| RSC | Regional Steering Committee |
| SIDs | Small Island Developing States |
| TAC | Technical Advisory Committee |
| TOR | Terms of Reference |

# Executive Summary

The project **BE-CLME+ Project: Promoting National Blue Economy Priorities Through Marine Spatial Planning in the Caribbean Large Marine Ecosystem Plus** **(GEF Project ID 10211)** was approved for implementation by the Global Environment Facility on the 11th of November 2022 for a period of 48 months after the actual start date (2023-2027), with approved funds in the amount of US$6,222,018. The objective of the project is to promote blue economy development in the Caribbean Large Marine Ecosystem Plus through Marine Spatial Planning and Marine Protected Areas, Ecosystem Approach to Fisheries, and sustainable seafood value chains. The project consists of three components with six planned outcomes and seventeen planned outputs.

To ensure the proper implementation of the Project, funds will be disbursed against an approved Work Plan. A Draft BE: CLME+ Work Plan for the period 2023 – 2024 has been prepared by the CRFM-PMU and will be presented to the Project’s Inception Workshop and First Ordinary Meeting of the Regional Steering Committee for their review and approval, during the first round of meetings to be held in Panama City, Panama, from September 27-29, 2023. The draft plan describes the activities to be conducted under the three technical components of the Project, as well as activities related to Project Management.

During Project Year 1, activities under **Component 1** - **Implementing Cross-Sectoral Marine Spatial Planning** will focus primarily at conducting National Data Gap and Needs Assessments to inform Marine Spatial Planning, the Development of a Project-wide Marine Spatial Planning Protocol that considers national data assessments, National Blue Economy Assessments and Draft Blue Economy Strategies, including specific focus on national Blue Economy sustainable financing options and seafood value change opportunities, and the development of project-wide Marine Protected Area Management Training Materials (online and in-person) that prioritize Marine Spatial Planning, Blue Economy, and Ecosystem-based Fisheries Management. These activities have an estimated budget of US$480,000.

Activities under Component 2 - **Inclusive Sustainable Fisheries Value Chains** for Project Year 1 will include the merging of two activities into one: Description and Analysis of Existing Value Chain + Identification of Opportunities for New Value Chains, the Identification of ‘Optimal’ Value Chains in Fisheries, and Capacity Building for Mainstreaming FAO’s Small-Scale Fisheries Guidelines Into Value Chains. The estimated budget for this component for Project Year 1 is US$301,000. Component 3 - **Regional Coordination, Project Management & Knowledge Management** in Project Year 1 will Develop and Implement Training on Marine Protected Areas and Ecosystem-Based Fisheries Management and will Design and implement structure and operational protocols for knowledge management & information platform. These two activities have an estimated budget of US$70,000.

**Project Management** in this initial start-up phase is focused primarily at establishing the Project Management Unit, staff recruitment, procurement of project equipment, regional coordination, and day-to-day project implementation. Milestone activities will include the development of the 2023-2024 Annual Work Plan, inclusive of the budget, procurement plan, and monitoring plan, the project’s Inception Workshop and the first ordinary meeting of the Regional Steering Committee where the 2023-2024 Annual Work Plan will be reviewed and approved for implementation. Project Management costs for year have been estimated at US$360,002 and the total estimated project budget for Project Year 1 is **US$1,211,002.**

# Introduction

The Caribbean islands are of critical importance for global biodiversity conservation as large percentages of each species group are endemic to the region and often to specific islands and levels of endemism are very high in the region. Similarly, the Caribbean coast of Panama, and in particular Bocas del Toro, is known for its impressive coral formations, extensive seagrass beds, mangroves, and abundance of fish. Coastal and marine ecosystems are of critical importance to Member States of the Caribbean Regional Fisheries Mechanism (CRFM) and Panama, providing a host of economic, leisure and cultural services to the Caribbean region, a fact that is common to all Small Island Developing States (SIDs). These coastal ecosystems support sustainable fisheries and aquaculture, and marine eco-tourism, and are instrumental in mitigating the effects of climate change. These ecosystem services are currently undervalued, yet their contribution to a healthy planet, income generation, national economies, and a positive climate change agenda is significant – and cannot by substituted.

The Caribbean and North Brazil Shelf Large Marine Ecosystems Transboundary Diagnostic Analysis (CLME TDA) found that the major transboundary environmental threats affecting the Wider Caribbean Region were: i) habitat degradation and ecosystem community modification; ii) unsustainable fisheries, and iii) pollution. The growing interest of blue economy (BE) potential in the Caribbean provides a long-term and cooperative approach for addressing threats to the marine ecosystem and reversing losses of marine ecosystem services that underpin local and national economies, especially nationally and regionally important commercially marine fisheries and other seafood harvest activities that are essential to the Caribbean economy.

Before Caribbean countries can fully realize their BE potential, the following barriers must be overcome:

Barrier 1 - Limited implementation of the ecosystems approach to fisheries management and low understanding of blue economic development.

Barrier 2 - Value chains of Caribbean fisheries are poorly understood, policy and institutional frameworks are not designed to support value chains, resulting in lost opportunities for investment, marketing, and optimization of economic returns from fisheries products.

Barrier 3 - Insufficient capacity at both the regional and national levels to institutionalize sustainable fisheries within blue economic development approaches that promote sustainable development benefits.

To overcome the barriers stated above, investments are needed in national and regional marine spatial planning efforts that inform development and implementation of national blue economy strategies, support to the strengthening of institutional frameworks for Marine Protected Areas (MPAs), ecosystem approach to fisheries, marine pollution management, and seafood value chains through marine spatial planning at the regional and national level, to create the enabling environment for the reduction of marine pollution, sustainable use of fisheries resources and the protection of critical fish habitats, thus strengthening blue economy opportunities through sustainable healthy coastal and marine ecosystems.

Consistent with the above, the project **BE-CLME+ Project: Promoting National Blue Economy Priorities Through Marine Spatial Planning in the Caribbean Large Marine Ecosystem Plus** **(GEF Project ID 10211)** was approved for implementation by the Global Environment Facility (GEF) on the 11th of November 2022 for a period of 48 months after the actual start date (2023-2027), with approved GEF funds in the amount of US$6,222,018. The objective of the project is to promote blue economy development in the Caribbean Large Marine Ecosystem Plus (CLME+) through MSP and MPAs, Ecosystem Approach to Fisheries (EAF), and sustainable seafood value chains.

The project consists of three components with six planned outcomes and seventeen planned outputs. Project components, outcomes and allocated GEF resources are summarized in Table 1.

Table 1. Summarized Project Logical Framework

|  |  |  |
| --- | --- | --- |
| **Project Component** | **Planned Outcomes** | **Allocated GEF Funds** |
| **Component 1:** Implementing cross-sectoral Marine Spatial Planning | **Outcome 1.1:** Governments and key stakeholders enabled to support the sustainable use of fisheries and key marine habitats.**Outcome 1.2:** The protection of critical fish habitats has been established/expanded and informed by national marine spatial planning. | 3,822,523 |
| **Component 2:** Inclusive Sustainable Fisheries Value Chains | **Outcome 2.1:** New and strengthened national and regional seafood value chains supporting realization of blue economy opportunities and sustainable development goals. | 973,985 |
| **Component 3:** Regional Coordination, Project Management & Knowledge Management | **Outcome 3.1:** Strengthened regional BE cooperation and coordination, and increased governments’ capacity to adopt ecosystem-based fisheries management practices.**Outcome 3.2:** Project implementation according to result- based management and lessons learned systematized and disseminated.**Outcome 3.3:** Knowledge shared between Caribbean countries and organizations, and GEF IW projects in partnership with IW: LEARN. | 1,129,224 |
| Project Management Costs (PMC) |  | 296,286 |
| **Total** |  | **US$6,222,018** |

The project will be implemented in Barbados, Belize, Guyana, Jamaica, Panama, and Saint Lucia. The GEF’s implementing agencies for this project are the Development Bank of Latin America (CAF) and the Food and Agriculture Organization of the United Nations (FAO) and is executed by the Caribbean Regional Fisheries Mechanism (CRFM) and the governments of the participating countries. The CRFM has established a Project Management Unit (PMU) at its Secretariat in Belize City to oversee day-to-day project delivery, staffed with a Regional Project Coordinator (RPC), a Marine Spatial Planning Specialist, and a Seafood Value Chain Specialist. Financial, procurement and administrative services are being provided to the project by the CRFM Secretariat and such services constitute part of the PMU. The project’s superior governing body is the Regional Steering Committee (RSC), and technical support is provided to the PMU by the Technical Advisory Committee (TAC). The institutional arrangements for project implementation are presented in Figure 1.

Figure 1. Project Institutional Arrangements

# Purpose of the 2023-2024 Annual Work Plan

The purpose of the Annual Work Plan (AWP) is to ensure that activities planned for the project year will be successful at meeting the Results Framework targets and are budgeted correctly. It is to create a visual reference for the goal, objectives, and tasks required in Project Year 1 (PY1) in support of the GEF Core Indicator Targets proposed in the BE: CLME+ Project and achievement of the broader Global Environmental Benefits.

This AWP is guided by the project’s intervention logic which encompasses a series of one-time actions, as well as long-term processes that require the implementation of precursor activities early in project implementation (PY 1), to establish a robust baseline for project interventions in the following years.

# Component 1: Implementing Cross-sectoral Marine Spatial Planning

This component will focus investments into national and regional marine spatial planning efforts that inform development and implementation of national blue economy strategies. Since each participating country has its own unique challenges and opportunities, this component is focused on assessing each national situation through a lens of marine spatial planning tools and latest experiences in development of national blue economy planning. The component is designed with two complementary outcomes that focus on national strategy development via MSP and BE combined with strategic use of MPAs to promote ecosystem-based fisheries management.

In PY1 this component will see the development of National Data Gap and Needs Assessments to inform MSP. The data assessment will focus on all relevant spatial and temporal data types, to include *inter alia*, pollution and habitat degradation linked to economic sectors active in the coastal zone as well as anthropogenic sources, geographic/physical, biologic, economic, social (including a prioritization of gender and other marginalized groups), and others. Relevant spatial and temporal data to inform national BE strategies will also be prioritized as part of this assessment. Several countries in the Caribbean have ongoing BE development processes funded by the Inter-American Development Bank and others (e.g., Barbados and Belize), and as such, these assessments shall make every effort to build on and complement ongoing BE processes.

In this first year the project will fund the Development of a Project-wide MSP Protocol that considers national data assessments. Th MSP Protocol will consider national data assessments as well as relevant existing national and regional MSP and strategic plans. The MSP protocol will also take into consideration guidance that mutually benefits the national BE strategies to be developed by the project. The activity will include stakeholder participation and engagement and will yield one project-wide MSP protocol that provides high-level guidance to ensure a consistent, multi-sector and all-inclusive approach to MSP development at the national level.

Building on the findings of the National Data Gap and Needs Assessments, the project will fund National BE Assessments and Draft BE Strategies, including specific focus on national BE sustainable financing options and seafood value change opportunities. For project consistency and to ensure national relevance and prioritization, a national Blue Economy assessment will be conducted in each country that will lead to a draft national BE strategy for discussion. The national BE assessments will focus on stocktaking and stakeholder engagement to determine ongoing national BE programs and priorities, including participation in regional and international BE dialogues and existing CLME planning. The national BE strategies will be informed by and developed as an outcome of the assessment process and guided by the project MSP process. The national BE strategies shall be informal guidance documents to inform national dialogue and not intended nor targeting national policy reforms; the project will, however, be supportive of individual countries’ desire to elevate BE processes to the levels required to ensure institutionalization of BE strategies. Because some countries may already have a BE strategy as a national policy document, the PMU will need to consult with individual countries on specific needs and whether project support in this regard should focus primarily on financing options and/or opportunities for seafood value chains.

In the latter part of PY1, the project will develop project-wide MPA Management Training Materials (online and in-person) that prioritize MSP, BE, and ecosystem-based fisheries management. To enhance MPA management capacity for participating project countries, a set of online and in-person training materials will be developed, that will seek to enhance participatory governance and management capacity. The trainings will have a particular focus on leveraging data-driven decision making, especially including data available in national MSP processes. The training material deliverables from this activity will also be made available to other Caribbean countries through regional partners including CRFM as well as global dissemination via IW: LEARN.

Activities under Component 1 for PY1 are summarized in Table 2.

Table 2. Component 1 Activities for PY1

|  |  |  |  |
| --- | --- | --- | --- |
| **Activity/Item** | **Budget****(USD)** | **Implementation Timeline** | **Responsibility** |
| Q1 | Q2 | Q3 | Q4 |
| **Component 1: Implementing Cross-Sectoral Marine Spatial Planning** |
| **Outcome 1.1 –** Governments and key stakeholders enabled to support the sustainable use of fisheries and key marine habitats.  |
| **Output 1.1.1:** National MSP conducted in project countries, with a participatory, climate- and gender-sensitive approach (To inform national blue economy strategy and opportunities).  |
| Activity 1.1.1.1: National data gap and needs assessments | 150,000 | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download |  | PMU, National MSP Authorities |
| Activity 1.1.1.2: Development of a project-wide MSP protocol | 120,000 |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU, National MSP Authorities |
| **Output 1.1.2:** National BE strategies designed, validated, and deployed in project countries (with key marine economic sectors).  |
| Activity 1.1.2.1: Conduct national BE assessments and draft BE strategies | 150,000 | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download |  | PMU, National BE Authorities |
| **Outcome 1.2 –** The protection of critical fish habitats has been established/expanded and informed by national marine spatial planning (MSP).  |
| **Output 1.2.2:** Enhanced marine protected areas management capacity in select countries. |
| Activity 1.2.2.1: Develop project wide MPA management training materials. | 60,000 |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU |
|  |  |  |  |  |  |  |
| **TOTAL** | **$480,000** |  |  |  |  |  |

# Component 2: Inclusive Sustainable Fisheries Value Chains

This component focuses on establishing inclusive sustainable seafood value chains that consider building resilience to climate change and capacity to deal with external shocks. Improving value chains in fisheries is important, as it not only increases economic efficiency and value creation, but also because it is an important factor in securing sustainability of the fishery. Improving the value chains is a necessary ingredient of sustainable fisheries management, by enforcing ecosystem integrity and linking long-term resource management with efficient resource use; it helps in eliminating hunger through securing raw material supply, promotes health through better fishing and handling technologies and better traceability, and reduce poverty by increasing the value of catches, labour, and capital.

In PY1 Component 2 activities will include the merging of two activities into one: Description and Analysis of Existing Value Chain + Identification of Opportunities for New Value Chains. A top priority for project intervention will be the identification and analysis of different value chains at the country and regional levels, which will cover the entire value chain from the harvest activity to final consumption and will require comprehensive collection of data. This activity will have to be sensitive to regional similarities and differences between fisheries and different countries in the region. Ideally, at least one value chain from each country would be analysed. New value chains can be created, either by changing the production methods for species already harvested or identifying new products using available resources. Innovation in fisheries and marine related production is lively, both in the field of creating new products from fish, such as in pharmaceuticals and health products, but also in utilizing new marine resources such as sargassum and other algae for various purposes. New value chains will be identified through case study analysis for countries participating in the project. Information on successful innovation experiences will be collected in a case study data bank. Drawing lessons from case studies around the world and adapting them to local conditions will help in identifying future opportunities.

Building on the assessments mentioned above, the project will proceed to the Identification of ‘Optimal’ Value Chains in Fisheries. It is not self-evident what constitutes an optimal value chain in fisheries. Optimality refers to how well the value chain delivers the attributes which are aimed for. This again depends on the aims of who, i.e., different stakeholders may have different aims or goals. There are several cases that can be used for guidance, both at the international and regional level on what to aim for when improving value chains in fisheries. These shall be compared to the baseline cases described in the Description and Analysis of Existing Value Chain + Identification of Opportunities for New Value Chains, allowing for specific country-level recommendations on value chains to be pursued.

Component 2 in PY1 will also invest in Capacity Building for Mainstreaming FAO’s Small-Scale Fisheries Guidelines Into Value Chains. The project will support a case-based training workshop at the regional level to demonstrate and provide knowledge on how the provisions of the *FAO’s Small-Scale Fisheries Guidelines* and the *CARICOM Regional Protocol on Securing Sustainable Small-scale Fisheries under the Caribbean Community Common Fisheries Policy* may be mainstreamed into different types of fisheries value chains, including particular focus on market dynamics and the role of the private sector, and how alliances between fisherfolk organizations and the private sector in a value chain context can support the objectives and vision of the *FAO’s Small-Scale Fisheries Guidelines.*

Activities under Component 1 for PY1 are summarized in Table 3.

Table 3. Component 2 Activities for PY1

|  |  |  |  |
| --- | --- | --- | --- |
| **Activity/Item** | **Budget****(USD)** | **Implementation Timeline** | **Responsibility** |
| Q1 | Q2 | Q3 | Q4 |
| **Component 2: Inclusive Sustainable Fisheries Value Chains.** |
| **Outcome 2.1 –** New and strengthened national and regional seafood value chains supporting realization of blue economy opportunities and sustainable development goals. |
| **Output 2.1.1:** Key seafood value chains assessed and incorporated into national blue economy strategies and marine spatial planning efforts, including identification of future value chains and end market requirements. |
| Activity 2.1.1.1 + Activity 2.1.1.2: Description and Analysis of Existing Value Chain + Identification of Opportunities for New Value Chains. | 120,000 | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download |  | PMU, National Fisheries Authorities |
| **Output 2.1.2**.: Seafood value chain added-value opportunities identified, and market and economic feasibility assessed, including testing innovative post-harvest processing methods and reduction of post-harvest loss, and improved/creation of new seafood products to reduce waste, and improved product forms and packaging based on consumer preference. |
| Activity 2.1.2.2: Identification of ‘optimal’ value chains in fisheries – Case studies | 150,000 |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU, National Fisheries Authorities |
| **Output 2.1.3**: National policy recommendations, developed promoting enabling environment for strengthening of seafood value chains and markets, including empowerment of women, indigenous peoples, and ethnic minorities. |
| Activity 2.1.3.2: Capacity Building for Mainstreaming FAO’s Small-Scale Fisheries Guidelines into value chains. | 31,000 | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download |  |  | PMU, National Fisheries Authorities |
|  |  |  |  |  |  |  |
| **TOTAL** | **$301,000** |  |  |  |  |  |

# Component 3: Regional Coordination & Knowledge Management

This component supports the first two project components through knowledge management and project monitoring and evaluation, based on knowledge and experiences from the project as well as taking advantage of knowledge and experiences with the blue economy from other regions and other GEF International Waters projects in partnership with IW: LEARN as well as the experiences and lessons from the CLME and CLME+ Project. The component will focus on advancing lessons learned on marine spatial planning and the role of marine protected areas for ecosystem-based fisheries management, promotion of sustainable fisheries value chains and value of marine ecosystem goods and services within the context of blue economy. This component will also promote cooperation through the establishment of a knowledge management platform that will facilitate partnership building, knowledge exchange and collaboration, and promoting participation in technical meetings for regional knowledge sharing and targeted training for beneficiary institutions and associations.

In PY1 Component 3 will Develop and Implement Training on MPAs and Ecosystem-Based Fisheries Management. This training will seek to build capacity of participants at the national and regional levels to better understand the purpose, function, declaration, and management of MPAs and their contribution to ecosystem-based fisheries management within the context of MSP. The training will address MPAs as spatially-defined areas where species and populations may be protected from exploitation; contribution of MPAs to the recovery of exploited fishery stocks; how MPAs can protect entire ecosystems by conserving multiple species and critical habitats; how MPAs can reduce conflicts between fishers and other users by providing areas where non-fishery users can pursue no consumptive uses of the resources; MPAs as a necessary tool but not a substitute for comprehensive fisheries management; the role of stakeholder participation, understanding and local acceptability, monitoring and enforcement as key elements for the success of MPAs; and balancing scientific and social and economic needs and realities in MPA management.

The project will also invest in PY1 in the Design and Implement Structure and Operational Protocols for Knowledge Management & Information Platform*.* The project will establish a knowledge management & information platform to facilitate access to and dissemination of experiences and lessons learned from MSP, seafood value chain, and national blue economy implementation under the project, as well as from other initiatives in the region. Experiences and lessons will be systematized, and operational protocols developed and disseminated to users and beneficiaries in project countries, including through instructional webinars on the operational features of the platform.

Activities under Component 1 for PY1 are summarized in Table 4.

Table 4. Component 3 Activities for PY1

|  |  |  |  |
| --- | --- | --- | --- |
| **Activity/Item** | **Budget****(USD)** | **Implementation Timeline** | **Responsibility** |
| Q1 | Q2 | Q3 | Q4 |
| **Component 3: Regional Coordination, Project Management & Knowledge Management.** |
| **Outcome 3.1 –** Strengthened regional BE cooperation and coordination, and increased governments’ capacity to adopt ecosystem-based fisheries management practices. |
| **Output 3.1.1:** Assessment and compilation of existing MSP planning efforts in the CLME+ to inform regional ecosystem- based management of key fisheries (building on MSP plans from GEF-6 Caribbean Regional Oceanscape Project). |
| Activity 3.1.1.2: Develop and implement training on MPAs and Ecosystem-Based Fisheries Management | 40,000 |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU, National Fisheries and MPA Authorities |
| **Outcome 3.3:** Knowledge shared between Caribbean countries and organizations, and GEF IW projects in partnership with IW: LEARN. |
| **Output 3.3.2**.: One knowledge management & information platform established (focused on project lessons learned from MSP, seafood value chain, and national blue economy implementation). |
| Activity 3.3.2.1: Design and implement structure and operational protocols for knowledge management & information platform. | 30,000 | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download |  |  | CRFM-PMU, CAF, FAO, IW: LEARN |
|  |  |  |  |  |  |  |
| **TOTAL** | **$70,000** |  |  |  |  |  |

# Project Management

Project Management in this initial start-up phase is focused primarily at establishing the PMU, staff recruitment, procurement of project equipment, regional coordination, and day-to-day project implementation. In PY1 Project Management will develop the 2023-2024 Annual Work Plan, inclusive of the budget, procurement plan, and monitoring plan, and will conduct the project’s Inception Workshop with the participation of key project stakeholders. The first ordinary meeting of the RSC will be held within the framework of the project’s Inception Workshop to be held in Panama City from the 27-29 September 2023. The said workshop and RSC meeting will review and approve the Project Work Plan and Budget for PY1, review and approve the Terms of Reference (ToRs) for the committees that will provide technical, policy and management direction and oversight for implementation of the Project and will review and approve proposed monitoring and evaluation arrangements. The project’s institutional stakeholders are presented in Annex 4 and the draft ToRs for the RSC, TAC and National Project Focal Points are presented in Annexes 5, 6 and 7, respectively.

A total of three RSC meetings will be held in PY1. The second RSC meeting will be held virtually after 6 months of project implementation, to review the project’s Half-Yearly Progress Report and provide oversight and policy guidance. The third ordinary meeting of the RSC will be held at the end of PY1 to review and approve the AWP and budget for PY2. This third RSC meeting may be a physical meeting at a place to be determined.

Project Management in PY1 will oversee procurement and implementation of consulting services, financial management, compliance with gender and safeguards requirements of the GEF and the GEF Implementing Agencies, Quarterly Project Progress Reports from the RPC to the CRFM, Half-Yearly Progress Reports to the GEF Implementing Agencies, and the Project Implementation Report (PIR) at the end of PY1 to be prepared jointly between the CRFM and the GEF Implementing Agencies. The PIR is submitted yearly to the GEF via the GEF Portal. Project Management is also required in PY1 to formalize and convene virtually the Technical Advisory Committee on an as needed basis to advise on the technical scope of ToRs for consulting services, technical assessments, and strategies, and in the review and validation of technical outputs of the project.

Also, to be approved in the budget for PY1 is an allocation for the independent audit of the project finances for PY1. Even though the audit is conducted at the end of PY1/beginning of PY2, it must be budgeted for in PY1 to ensure it can be conducted immediately at the end of PY1. This is necessary since the first RSC meeting of PY2 to approve the AWP for PY2 must also include a review of the Auditor’s Report for PY1, as general project governance best practice.

Activities under Project Management for PY1 are summarized in Table 5.

Table 5. Project Management Activities for PY1

|  |  |  |  |
| --- | --- | --- | --- |
| **Activity/Item** | **Budget****(USD)** | **Implementation Timeline** | **Responsibility** |
| Q1 | Q2 | Q3 | Q4 |
| 2023-2024 AWP, Budget, Procurement Plan, Inception Workshop Report, Reporting Templates | 23,000 | Tick Mark Vector Art, Icons, and Graphics for Free Download |  |  |  | CRFM - PMU |
| Inception Workshop | 35,000 | Tick Mark Vector Art, Icons, and Graphics for Free Download |  |  |  | CRFM - PMU |
| First and Third RSC Meetings | 30,533 | Tick Mark Vector Art, Icons, and Graphics for Free Download |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | CRFM - PMU |
| Gender Action Plan Implementation | 16,800 | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU |
| Indigenous Peoples Plan Implementation | 9,000 | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU |
| Monitoring of Environmental and Social Safeguards | 7,200 | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU |
| Half-Yearly Progress Reports  | 1,600 |  | Tick Mark Vector Art, Icons, and Graphics for Free Download |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU |
| PIR preparation | 5,000 |  |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | CRFM – PMU, CAF, FAO |
| Supervision Missions by CRFM | 8,000 |  | Tick Mark Vector Art, Icons, and Graphics for Free Download |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | CRFM |
| Supervision Missions by PMU | 8,000 |  | Tick Mark Vector Art, Icons, and Graphics for Free Download |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU |
| Technical Oversight Visits to Project Sites | 12,000 |  | Tick Mark Vector Art, Icons, and Graphics for Free Download |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU |
| M&E of Gender, Indigenous Peoples, and Stakeholder Engagement | 6,000 | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU |
| Measurement of project indicators and GEF Tracking Tools and Core Indicators | 7,145 |  | Tick Mark Vector Art, Icons, and Graphics for Free Download |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU |
| PY1 Financial Audit | 7,700 |  |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | CRFM - PMU |
| Print cartridges and toner | 277 | Tick Mark Vector Art, Icons, and Graphics for Free Download |  |  |  | CRFM |
| Other general supplies | 747 | Tick Mark Vector Art, Icons, and Graphics for Free Download |  |  |  | CRFM |
| International Travel | 20,000 | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | CRFM |
| National Travel | 6,000 | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | CRFM |
| Regional Project Coordinator | 60,000 | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | CRFM |
| Marine Spatial Planning Specialist | 48,000 | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | CRFM |
| Seafood Value Chain Specialist | 48,000 | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | CRFM |
| **TOTAL** | **$360,002** |  |  |  |  |  |

# Annex 1. 2023-2024 Project Budget & Implementation Timeline

**BE-CLME+ Project: Promoting National Blue Economy Priorities Through Marine Spatial Planning in the Caribbean Large Marine Ecosystem Plus**

**(GEF Project ID 10211)**

|  |  |  |  |
| --- | --- | --- | --- |
| **Activity/Item** | **Budget****(USD)** | **Implementation Timeline** | **Responsibility** |
| Component | M&E[[1]](#footnote-1) | PMC[[2]](#footnote-2) | Q1 | Q2 | Q3 | Q4 |
| **Component 1: Implementing Cross-Sectoral Marine Spatial Planning** |
| **Outcome 1.1 –** Governments and key stakeholders enabled to support the sustainable use of fisheries and key marine habitats.  |
| **Output 1.1.1:** National MSP conducted in project countries, with a participatory, climate- and gender-sensitive approach (To inform national blue economy strategy and opportunities).  |
| Activity 1.1.1.1: National data gap and needs assessments | 150,000 |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download |  | PMU, National MSP Authorities |
| Activity 1.1.1.2: Development of a project-wide MSP protocol | 120,000 |  |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU, National MSP Authorities |
| **Output 1.1.2:** National BE strategies designed, validated, and deployed in project countries (with key marine economic sectors).  |
| Activity 1.1.2.1: Conduct national BE assessments and draft BE strategies | 150,000 |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download |  | PMU, National BE Authorities |
| **Outcome 1.2 –** The protection of critical fish habitats has been established/expanded and informed by national marine spatial planning (MSP).  |
| **Output 1.2.2:** Enhanced marine protected areas management capacity in select countries. |
| Activity 1.2.2.1: Develop project wide MPA management training materials. | 60,000 |  |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU |
| **Sub-Total** | **$480,000** |  |  |  |  |  |  |  |
| **Component 2: Inclusive Sustainable Fisheries Value Chains.** |
| **Outcome 2.1 –** New and strengthened national and regional seafood value chains supporting realization of blue economy opportunities and sustainable development goals. |
| **Output 2.1.1:** Key seafood value chains assessed and incorporated into national blue economy strategies and marine spatial planning efforts, including identification of future value chains and end market requirements. |
| Activity 2.1.1.1 + Activity 2.1.1.2: Description and Analysis of Existing Value Chain + Identification of Opportunities for New Value Chains. | 120,000 |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download |  | PMU, National Fisheries Authorities |
| **Output 2.1.2**.: Seafood value chain added-value opportunities identified, and market and economic feasibility assessed, including testing innovative post-harvest processing methods and reduction of post-harvest loss, and improved/creation of new seafood products to reduce waste, and improved product forms and packaging based on consumer preference. |
| Activity 2.1.2.2: Identification of ‘optimal’ value chains in fisheries – Case studies | 150,000 |  |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU, National Fisheries Authorities |
| **Output 2.1.3**: National policy recommendations, developed promoting enabling environment for strengthening of seafood value chains and markets, including empowerment of women, indigenous peoples, and ethnic minorities. |
| Activity 2.1.3.2: Capacity Building for Mainstreaming FAO’s Small-Scale Fisheries Guidelines into value chains. | 31,000 |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download |  |  | PMU, National Fisheries Authorities |
| **Sub-Total** | **$301,000** |  |  |  |  |  |  |  |
| **Component 3: Regional Coordination, Project Management & Knowledge Management.** |
| **Outcome 3.1 –** Strengthened regional BE cooperation and coordination, and increased governments’ capacity to adopt ecosystem-based fisheries management practices. |
| **Output 3.1.1:** Assessment and compilation of existing MSP planning efforts in the CLME+ to inform regional ecosystem- based management of key fisheries (building on MSP plans from GEF-6 Caribbean Regional Oceanscape Project). |
| Activity 3.1.1.2: Develop and implement training on MPAs and Ecosystem-Based Fisheries Management | 40,000 |  |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU, National Fisheries and MPA Authorities |
| **Outcome 3.3:** Knowledge shared between Caribbean countries and organizations, and GEF IW projects in partnership with IW: LEARN. |
| **Output 3.3.2**.: One knowledge management & information platform established (focused on project lessons learned from MSP, seafood value chain, and national blue economy implementation). |
| Activity 3.3.2.1: Design and implement structure and operational protocols for knowledge management & information platform. | 30,000 |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download |  |  | CRFM-PMU, CAF, FAO, IW: LEARN |
| **Sub-Total** | **$70,000** |  |  |  |  |  |  |  |
| **Project Management** |
| 2023-2024 AWP, Budget, Procurement Plan, Inception Workshop Report, Reporting Templates | 23,000 |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download |  |  |  | CRFM - PMU |
| Inception Workshop |  | 35,000 |  | Tick Mark Vector Art, Icons, and Graphics for Free Download |  |  |  | CRFM - PMU |
| First and Third RSC Meetings |  | 30,533 |  | Tick Mark Vector Art, Icons, and Graphics for Free Download |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | CRFM - PMU |
| Gender Action Plan Implementation | 16,800 |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU |
| Indigenous Peoples Plan Implementation | 9,000 |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU |
| Monitoring of Environmental and Social Safeguards |  | 7,200 |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU |
| Half-Yearly Progress Reports  |  | 1,600 |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU |
| PIR preparation |  | 5,000 |  |  |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | CRFM – PMU, CAF, FAO |
| Supervision Missions by CRFM |  | 8,000 |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | CRFM |
| Supervision Missions by PMU |  | 8,000 |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU |
| Technical Oversight Visits to Project Sites | 12,000 |  |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU |
| M&E of Gender, Indigenous Peoples, and Stakeholder Engagement |  | 6,000 |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU |
| Measurement of project indicators and GEF Tracking Tools and Core Indicators |  | 7,145 |  | Tick Mark Vector Art, Icons, and Graphics for Free Download |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | PMU |
| PY1 Financial Audit |  |  | 7,700 |  |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | CRFM - PMU |
| Print cartridges and toner |  |  | 277 | Tick Mark Vector Art, Icons, and Graphics for Free Download |  |  |  | CRFM |
| Other general supplies |  |  | 747 | Tick Mark Vector Art, Icons, and Graphics for Free Download |  |  |  | CRFM |
| International Travel | 20,000 |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | CRFM |
| National Travel | 6,000 |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | CRFM |
| Regional Project Coordinator |  |  | 60,000 | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | CRFM |
| Marine Spatial Planning Specialist | 48,000 |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | CRFM |
| Seafood Value Chain Specialist | 48,000 |  |  | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | Tick Mark Vector Art, Icons, and Graphics for Free Download | CRFM |
| **Sub-Total** | **$360,002** |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Total Budget for PY1** | **US$1,211,002** |  |  |  |  |  |

# Annex 2. 2023-2024 Project Procurement Plan

**BE-CLME+ Project: Promoting National Blue Economy Priorities Through Marine Spatial Planning in the Caribbean Large Marine Ecosystem Plus**

**(GEF Project ID 10211)**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Project Activity** | **Good or Service** | **Unit of Measure** | **Quantity** | **Unit Price****(USD)** | **Total****(USD)** | **Procurement Method** | **Targeted Tender Launch** | **Targeted Contract Award Date** | **Targeted Delivery Date** | **Status** | **Constraints or Considerations** |
| National data gap and needs assessments | Consulting Services | Lump Sum | 6 | 25,000 | 150,000 | TORs and Comparison of 3 CVs | Oct 2023 | Dec 2023 | Mar 2024 |  |  |
| Development of a project-wide MSP protocol | Consulting Services | Lump Sum | 1 | 120,000 | 120,000 | RFP[[3]](#footnote-3) and Quality and Cost Based  | Nov 2023 | Jan 2024 | Apr 2024 |  |  |
| Conduct national BE assessments and draft BE strategies | Consulting Services | Lump Sum | 6 | 25,000 | 150,000 | TORs and Comparison of 3 CVs | Oct 2023 | Dec 2023 | Mar 2024 |  |  |
| Develop project wide MPA management training materials. | Consulting Services | Lump Sum | 1 | 60,000 | 60,000 | RFP and Quality and Cost Based | Jan 2024 | Mar 2024 | Jun 2024 |  |  |
| Description and Analysis of Existing Value Chain + Identification of Opportunities for New Value Chains. | Consulting Services | Lump Sum | 1 | 120,000 | 120,000 | RFP and Quality and Cost Based | Oct 2023 | Dec 2023 | Jun 2024 |  |  |
| Identification of ‘optimal’ value chains in fisheries – Case studies | Consulting Services | Lump Sum | 1 | 150,000 | 150,000 | RFP and Quality and Cost Based | Dec 2023 | Feb 2024 | Aug 2024 |  |  |
| Capacity Building for Mainstreaming FAO’s Small-Scale Fisheries Guidelines into value chains. | Consulting Services | Lump Sum | 1 | 31,000 | 31,000 | TORs and Comparison of 3 CVs | Oct 2023 | Dec 2023 | March 2024 |  |  |
| Develop and implement training on MPAs and Ecosystem-Based Fisheries Management | Consulting Services plus training facilities | Lump Sum | 1 | 40,000 | 40,000 | TORs and Comparison of 3 CVs + Financial Offer | Dec 2023 | Feb 2024 | May 2024 |  |  |
| Design and implement structure and operational protocols for knowledge management & information platform. | Consulting Services | Lump Sum | 1 | 30,000 | 30,000 | TORs and Comparison of 3 CVs + Technical and Financial Proposal | Oct 2023 | Dec 2023 | March 2024 |  |  |
| 2023-2024 AWP, Budget, Procurement Plan, Inception Workshop Report, Reporting Templates | Consulting Services | Lump Sum | 1 | 23,000 | 23,000 | TORs and Comparison of 3 CVs | Aug 2023 | Sep 2023 | Nov 2023 |  |  |
| PY1 Financial Audit | Consulting Services | Lump Sum | 1 | 7,700 | 7,700 | TORs and Comparison of 3 CVs | March 2024 | MAY 2024 | OCT 2024 |  |  |
| Print cartridges and toner | Office Supplies | Cost Price | 1 | 277 | 277 | Off the Shelf, predefined list, and price comparison | Oct 2023 | Oct 2023 | Oct 2023 |  |  |
| Other general supplies | Office Supplies | Cost Price | 1 | 747 | 747 | Off the Shelf, predefined list, and price comparison | Oct 2023 | Oct 2023 | Oct 2023 |  |  |
| Regional Project Coordinator | Project Staff | Annual Salary | 1 | 60,000 | 60,000 | TORs, Comparison of 3 CVs, Interview Panel, Probationary Period | Aug 2023 | Oct 2023 | To Sep 2027 |  |  |
| Marine Spatial Planning Specialist | Project Staff | Annual Salary | 1 | 48,000 | 48,000 | TORs, Comparison of 3 CVs, Interview Panel, Probationary Period | Aug 2023 | Oct 2023 | To Sep 2027 |  |  |
| Seafood Value Chain Specialist | Project Staff | Annual Salary | 1 | 48,000 | 48,000 | TORs, Comparison of 3 CVs, Interview Panel, Probationary Period | Aug 2023 | Oct 2023 | To Sep 2027 |  |  |

# Annex 3. 2023-2024 Project Monitoring Plan

**BE-CLME+ Project: Promoting National Blue Economy Priorities Through Marine Spatial Planning in the Caribbean Large Marine Ecosystem Plus**

**(GEF Project ID 10211)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Monitoring Activity** | **Purpose** | **Monitoring Metrics** | **M&E Mechanism or Tool** | **Frequency** | **Responsibility** |
| Project Launch | Formalize project initiation and engage project actors in committed project delivery. | Annual Work Plan and Budget approved for implementation.ToRs for Project governing and decision-making arrangements adopted and under implementation, including Project Operations Manual. | Inception Workshop | Once within 4 weeks of project start-up. | CRFM, CAF, FAO |
| Project governance and oversight | Provide general guidance regarding the progress and direction of the project; exertion of proactive influence; ensure that the project meets goals announced in the Project Results Framework and conflicting priorities and resources are balanced. | Annual Work Plan reflects recommendations and decisions of the Regional Steering Committee.Project is effective in addressing grievance raised by stakeholders. | Meetings of the RSC | At least 2 meetings per year. | CRFM, CAF, FAO |
| Compliance with delivery timelines in approved work plan | Ensure efficient and effective delivery of project implementation on a day-to-day basis. | Activities in support of project outputs executed on time and within budget. | Project Progress Reports  | Quarterly and Half-Yearly | PMU |
| Technical and fiduciary compliance | Validate in the field the destination of project investments to ensure project interventions are fit for purpose. | Coherence and consistency between project disbursements and activities implemented.  | Technical Supervision Missions | At least twice per year | CRFM and PMU |
| Gender and Safeguards Compliance | Ensure the GEF, CAF and FAO gender and safeguards polices are complied with.  | Gender, indigenous peoples, and stakeholder engagement Indicators in GEF CEO Endorsement Request. | Gender Action PlanIndigenous Peoples PlanStakeholder Engagement Plan | At least twice per year | PMU |
| Technical quality of project outputs  | Ensure the project is benefitting from the best technical knowledge available in support of high-quality project outputs. | Extent to which technical products of the project can inform and influence change at levels relevant for BE development. | Technical Advisory Committee meetingsProject Progress Reports | At least twice per year | CRFM and PMU |
| Financial and fiduciary compliance | Guarantee transparency and integrity in the use of project funds. | Timeliness of statement of expenses submission and subsequent disbursements and replenishments. | Financial Reports and Statement of Expenses | Yearly and/or on a replenishment basis. | CRFM and PMU |
| Financial Audits | Ensure compliance with the Project Operations Manual and financial management standards of the GEF Implementing Agencies. | Material findings in Independent Financial Auditor Reports. | Auditors’ Reports. | At least annual. | CRFM and PMU |
| Monitoring by GEF Implementing Agencies | Ensure the Executing Agency is in full compliance with all required policies, standards and procedures associated with the use of GEF funds. | Discrepancies or irregularities in how policies and standards are applied and resulting consequences on project results and planned outcomes.Perception of reputational risk for GEF Implementing Agencies. | Project Progress ReportsGender and safeguards reportsAuditors’ Reports | As often as progress reports are available. | CRFM, CAF, FAO |
| Monitoring by the GEF | Ensure compliance with GEF policies and use of GEF Trust Funds resources and assessment of project contributions to GEF Core Indicators and Global Environmental Benefits. | Contributions to GEF Core Indicators.Compliance with indicators in Gender Action Plan, Indigenous Peoples Plan, and Stakeholder Engagement Plan. | Project Implementation Reports (PIR). | Annual | CRFM, CAF, FAO |

# Annex 4. Project Institutional Stakeholders

**BE-CLME+ Project: Promoting National Blue Economy Priorities Through Marine Spatial Planning in the Caribbean Large Marine Ecosystem Plus**

**(GEF Project ID 10211)**

|  |  |
| --- | --- |
| **Stakeholder** | **Participation in Project Implementation** |
| **Government Institutions** |
| **BARBADOS** |
| Fisheries Division, Ministry of Maritime Affairs, and the Blue Economy | Direct responsibility for ecosystem-based fisheries management, research, BE, and licencing. |
| Ministry of Environment and National Beautification | Facilitate and support all policy related outcomes proposed by the project. Project Monitoring and Evaluation at the national level. Liaison with the GEF Implementing Agency and the project’s Executing Agency. |
| Coastal Zone Management Unit | Key capacity building and advocacy partner for the ecosystems approach, MSP, and Knowledge Management within a blue economy context. |
| Barbados Coast Guard | Key partner for capacity building and definition of strategies to promote legal fishing |
| Ministry of Tourism and International Transport | Important project partner for capacity building, blue economy advocacy, and Knowledge Management |
| Customs Department | Key capacity building and awareness-raising partner for blue economy and promotion of legal fishing |
| **BELIZE** |
| Fisheries Department, Ministry of Blue Economy, and Civil Aviation | Direct responsibility for ecosystem-based fisheries management, research, marine reserves, licensing, fisheries enforcement, MSP, and BE. |
| Ministry of Sustainable Development, Climate Change & Disaster Risk Management | Facilitate and support all policy related outcomes proposed by the project.Project Monitoring and Evaluation at the national level.Liaison with the GEF Implementing Agency and the project’s Executing Agency. |
| Belize Trade and Investment Development Service (Beltraide) | Key consultation partner in process to revisit fiscal incentives which may lead to destructive fishing. |
| Coastal Zone Management Authority & Institute | Key capacity building and advocacy partner for the ecosystems approach and Knowledge Management within a blue trade context, and MSP. |
| Belize Coast Guard | Key partner for capacity building and definition of strategies to promote legal fishing and enforcement. |
| Ministry of Tourism and Diaspora Relations | Important project partner for capacity building, blue economy advocacy, and Knowledge Management. |
| Customs Department | Key capacity building and advocacy partner for blue economy and promote legal fishing and enforcement. |
| **GUYANA** |
| Fisheries Department, Ministry of Agriculture and Marine Resources | Direct responsibility for ecosystem-based fisheries management, research, marine reserves, licensing, and fisheries enforcement. |
| Environmental Protection Agency | Facilitate and support all policy related outcomes proposed by the project.Project Monitoring and Evaluation at the national level.Liaison with the GEF Implementing Agency and the project’s Executing Agency. |
| Ministry of the Presidency – Department of Energy | Important project partner for capacity building, blue economy advocacy, and Knowledge Management. |
| Ministry of Agriculture | Important project partner for policy and decision-making on blue economy at the national level. |
| Customs Department | Key capacity building and advocacy partner for blue economy and promote legal fishing and enforcement. |
| Ministry of Business (Department of Tourism) | Important project partner for capacity building, blue economy advocacy, and Knowledge Management. |
| Coast Guard | Key partner for capacity building and definition of strategies to promote legal fishing and enforcement. |
| **JAMAICA** |
| Fisheries Authority | Direct responsibility for ecosystem-based fisheries management, research, marine reserves, licensing, and fisheries enforcement. |
| National Environment and Planning Agency (NEPA) | Primary liaison for all marine spatial planning issues. |
| Ministry of Economic Growth and Job Creation | Liaison with the GEF Implementing Agency and the project’s Executing Agency. |
| Ministry of Industry, Commerce, Agriculture and Fisheries | Facilitate and support all policy related outcomes proposed by the project.Project Monitoring and Evaluation at the national level. |
| JAMPRO, Ministry of Industry, Commerce, Agriculture and Fisheries - Jamaica | Key consultation partner in process to revisit fiscal incentives which may lead to destructive fishing. |
| Jamaica Tourism Board (JTB) | Important project partner for capacity building, blue economy advocacy, and Knowledge Management. |
| Jamaica Coast Guard | Key partner for capacity building and definition of strategies to promote legal fishing and enforcement. |
| Customs Department | Key capacity building and advocacy partner for blue economy and promote legal fishing and enforcement. |
| **PANAMA** |
| Authority for Aquatic Resources (ARAP) | Direct responsibility for ecosystem-based fisheries management, research, and licencing. |
| Ministry of Environment/Department for Marine Management | Facilitate and support all policy related outcomes proposed by the project.Project Monitoring and Evaluation at the national level.Liaison with the GEF Implementing Agency and the project’s Executing Agency. |
| Panama Coast Guard | Key partner for capacity building and definition of strategies to promote legal fishing and enforcement. |
| Panama Maritime Chamber of Commerce | Consultation on considerations for maritime transport within the context of MSP planning on the Atlantic Coast. |
| National Customs Authority - Panama | Key partner for capacity building and definition of strategies to promote legal fishing and enforcement. |
| Ngöbe-Buglé Congress | Key participant in project’s consultative processes in Panama, participation on project’s governing body, and authority overseeing indigenous fishers which may receive trainings and capacity building supported by the project, including alternative livelihood (seaweed culture). |
| Asociación de Ambientales DEGO (ASAMDEGO) | Key participant in project’s consultative processes in Panama and source of technical inputs within the local indigenous people context. |
| **SAINT LUCIA** |
| Department of Fisheries | Direct responsibility for ecosystem-based fisheries management, research, and licencing. |
| Ministry of Sustainable Development, Energy, Science, and Technology | Liaison with the GEF Implementing Agency and the project’s Executing Agency. |
| Ministry of Agriculture, Fisheries, Food Security, and Rural Development | Facilitate and support all policy related outcomes proposed by the project.Project Monitoring and Evaluation at the national level. |
| Customs Department | Key capacity building and advocacy partner for blue economy and legal fishing and enforcement. |
| Coast Guard  | Key partner for capacity building and definition of strategies to promote legal fishing and enforcement. |
| **Inter-governmental Institutions** |
| Caribbean Community Secretariat (CARICOM) | Consultations on macro policy direction for blue economy. |
| Caribbean Regional Fisheries Mechanism (CRFM) | Facilitates delivery of project activities, outputs, and outcomes, coordinates communication between all project partners and the GEF Implementing Agencies. |
| Organization of Eastern Caribbean States (OECS)  | Political Secretariat with lessons learned in a series of policy-related projects for the OECS region.  |
| OSPESCA | Consultations on opportunities for alignment of fisheries and blue economy policies. |
| **Regional Civil Society Organizations** |
| Caribbean Natural Resources Institute (CANARI) | Capacity building and advocacy partner for the ecosystems approach and Knowledge Management within a blue economy context. |
| **Academia** |
| Centre for Resource Management and Environmental Studies (CERMES) of the University of the West Indies | Source of technical expertise and consultations in processes to develop blue trade engagement and awareness strategies. |
| University of Florida Sea Grant Program | Partner for the development of key and targeted project interventions in project countries. |
| **Private Sector** |
| Northern Fishermen Cooperative Association - Belize | Instrumental in ensuring the participation of fishers in capacity building and in garnering support for blue economy policy and definition of seafood value chains. |
| National Fishermen Association - Belize | Instrumental in ensuring the participation of fishers in capacity building and in garnering support for blue economy policy and definition of seafood value chains. |
| Caribbean Network of Fisherfolk Organizations (CNFO) | Instrumental in ensuring the participation of fishers in capacity building and in garnering support for blue economy policy and definition of seafood value chains. |
| Jamaica Fishermen Cooperative Union | Instrumental in ensuring the participation of fishers in capacity building and in garnering support for blue economy policy and definition of seafood value chains. |
| National Fisherfolk Cooperative Association – St. Lucia | Instrumental in ensuring the participation of fishers in capacity building and in garnering support for blue economy policy and definition of seafood value chains. |
| Georgetown Fishermen’s Cooperative Society Limited - Guyana | Instrumental in ensuring the participation of fishers in capacity building and in garnering support for blue economy policy and definition of seafood value chains. |
| Upper Corentyne Fishermen’s Cooperative Society - Guyana | Instrumental in ensuring the participation of fishers in capacity building and in garnering support for blue economy policy and definition of seafood value chains. |
| Sindicato de Pescadores de Bocas del Toro - Panama | Instrumental in ensuring the participation of fishers in capacity building and in garnering support for blue economy policy and definition of seafood value chains. |
| Central American Confederation of Artisanal Fishers (CONFEPESCA) | Instrumental in ensuring the participation of fishers in capacity building and in garnering support for blue economy policy and definition of seafood value chains. |

# Annex 5. ToRs of the Regional Steering Committee

**BE-CLME+ Project: Promoting National Blue Economy Priorities Through Marine Spatial Planning in the Caribbean Large Marine Ecosystem Plus**

**(GEF Project ID 10211)**

**General**

The RSC is responsible for oversight, providing guidance and advice to the project. The RSC will provide general guidance regarding the progress and direction of the project and exerting proactive influence. As the project’s superior governing body, the RSC is responsible for ensuring that the project meets goals announced in the Project Results Framework by helping to balance conflicting priorities and resources. Conclusions and recommendations produced by the RSC will be used by CRFM to modify implementation strategies, annual work plans and resources allocation budget and, when necessary, to adjust the project’s Result Framework in consultation with CAF and FAO and the government of the participating countries.

Specifically, the RSC will:

1. Provide input into planning and coordination of the project.
2. Review and approve project policies and procedures.
3. Review and approve Annual Work Plans and Budgets at the beginning of each fiscal year, to allow for smooth project execution through-out the rest of the fiscal year.
4. Review the progress of the project and ensure activities are in line with approved annual work plan and budget.
5. Ensure that project activities adhere to the Annual Work Plan, the GEF, CAF, and FAO Social & Environmental Safeguards, and those of the government of the project countries.
6. Ensures that required resources are committed and arbitrates any conflicts within the project or negotiates a solution to any problems between the project and external entities.
7. Promote partnerships with relevant Government Ministries/agencies/departments for monitoring and execution of the project.
8. Facilitate the coordination of project financed activities with other related investments and institutions in project countries where applicable.
9. As the project’s superior governing body, and to the extent possible and permitted by law, provide redress to all issues brought to the attention of the project by stakeholders in the project’s area of intervention, regarding equality, equitable access, and benefits of project activities.
10. Ensure accountability by making decisions in accordance with standards that ensure management brings about development results, best value for the money, fairness, integrity, transparency, and effective international competition.
11. Refer all matters requiring redress which cannot be handled by the RSC to the relevant liaison ministry in each country for final redress.

**Membership**

The membership of the RSC shall consist of the National Focal Points of the project, CAF, FAO, CRFM, and the Regional Project Coordinator as a non-voting member.

**Meeting Frequency**

The RSC will convene at least twice per year, either in person or in a virtual format (video or teleconference). At its first meeting, held in conjunction with the Project Inception Workshop, the RSC will review and finalize this Terms of Reference.

CRFM will be responsible for arranging RSC meetings, distributing meeting materials including agendas and any support documents, and recording meeting notes for future reference.

**Meetings Purpose**

(a) Bi-Annual meetings - assess work plans and progress, provide advisory and review functions (see above) for following project year based on work to date.

(b) Mid-project - review progress in implementation and the PIR findings and recommendations and recommend corrective actions if needed.

(c) End of project - review sustainability and replicability of project results; participate in independent evaluation of the project.

# Annex 6. ToRs of the Technical Advisory Committee

**BE-CLME+ Project: Promoting National Blue Economy Priorities Through Marine Spatial Planning in the Caribbean Large Marine Ecosystem Plus**

**(GEF Project ID 10211)**

**General**

The TAC will provide technical oversight, guidance, and support during project implementation. The TAC is also responsible for reviewing and providing recommendations on project methodological processes (technical quality) and activities to the PMU for its consideration. The TAC may generally meet virtually; however, the CRFM may choose to have a physical meeting of the TAC depending on relevance, justification, and affordability. The TAC shall be Chaired by the Regional Project Coordinator and consist of eight more members, at least 2 of which must be from non-government institutions.

The specific roles and responsibilities of the Technical Advisory Committee are as follows:

* If requested, review and make recommendations to the PMU and RSC on technical matters related to the Annual Work Plans, Procurement Plan, Annual Reports and Project Progress Reports.
* When requested by the PMU, review and make recommendations to improve the Terms of Reference for hiring consultants for highly technical matters, ensuring that this review does not constitute an undue delay in the project's procurement processes.
* If requested, provide comments and observations on the technical quality of outputs produced through Technical Cooperation Agreements and Memoranda of Understanding between the project and other institutions.
* Participate in key meetings, workshops, consultations, trainings, and other related activities as needed and when invited to do so by the CRFM.
* Provide the project with access to information, data, and technical advice from specialized areas of competence of the Members.
* At the request of the RSC, provide resolution to problems of a technical nature that can be brought to the attention of the project by those interested in the project's intervention area.
* Propose to the PMU technical considerations and/or new activities which may not have been originally planned but which can significantly improve project outputs in an efficient manner.

**Membership**

Members of the TAC will include the Regional Project Coordinator and senior technical officers from the key ministries of government, CSOs and academia with thematic competence and/or authority of relevance to the areas of interest and objectives of the project. The composition of the TAC may be adjusted by the CRFM in the best interest of the project and with the approval of CAF and FAO.

**Meeting Frequency**

The TAC will meet at least quarterly and will be facilitated by CRFM as executing agency, through the person of the Regional Project Coordinator.

**Meetings Purpose**

The TAC may be convened to address the following project needs:

* Provide inputs to the Draft Annual Work Plan before it is presented to the RSC for review and approval.
* Review and provide suggestions for improving the technical quality of the project’s Half-Yearly Reports and Project Implementation Reports.
* Review and provide inputs to improve the technical robustness of ToRs developed by the project for consultancies and technical cooperation in the areas of MSP, MPA, BE, Fisheries Value Chain, and Ecosystem Approach to Fisheries Management.
* Review and provide constructive comments to improve the quality of technical reports, assessments, and studies commissioned by the project.

# Annex 7. ToRs of National Project Focal Points

**BE-CLME+ Project: Promoting National Blue Economy Priorities Through Marine Spatial Planning in the Caribbean Large Marine Ecosystem Plus**

**(GEF Project ID 10211)**

**General**

National Focal Points (NFP) are government-appointed officials responsible for overseeing, guiding, and promoting the implementation of the BE: LME+ nationally and liaising with the CRFM and other project stakeholders at the national level. NFPs serve as a driving force in the implementation of the BE: LME+ at the national level, in collaboration with other relevant departments, ministries and/or agencies, and ensures a constant flow of information and adequate coordination of activities.

Focal points have a key role to: (i) Facilitate that project communications in the country reaches the right people at the right level; (ii) Follow up on requests sent by the CRFM-PMU; and (iii) Pass information from the country to the CRFM-PMU. In addition to facilitating the formal communication, focal points engage in informal communication with the CRFM-PMU to provide information or advice on approaches to engage with national authorities as well as on substantive and other matters.

**Specific**

NFPs serve as national coordinators for all relevant BE: LME+ matters. In this respect they should:

* Upon appointment, arrange confirmation of their own designation, including full contact details, through official communication from the responsible governmental institution.
* Communicate any changes of designation or contact details as soon as possible to the CRFM-PMU.
* Participate as a member of the project’s Regional Steering Committee.
* Coordinate the appointment of national members to the project’s Technical Advisory Committee.
* Help to identify suitable participants (e.g., national experts) for meetings or workshops requiring specialized knowledge in particular fields of work, to ensure that the highest quality of expertise is made available.
* Coordinate, and communicate to the CRFM the nomination of candidates to participate in project-sponsored events, be these virtual or in person.
* Provide support in communicating project activities and outputs nationally among relevant departments, ministries and/or agencies.
* Maintain close communication with national institutions and other national stakeholders of relevance to the objectives of the BE: CLME+ project.
* As may be applicable, initiate and coordinate the implementation of relevant decisions at national level in follow up of BE: CLME+ meetings.
* Forwarding relevant information to the national authorities/institutions (e.g. to the points of contact);
* Facilitation of communication between the CRFM-PMU and the competent authority(ies) responsible for MSP, MPS, BE, and Fisheries.
* Informing the CRFM about changes in the name and organizational structure of the national competent authorities dealing with MSP, MPA, BE or Fisheries as soon as such changes are known.
* Promote synergies and strengthen liaisons with National Focal Points of other project countries.

PREPARED FOR THE CARIBBEAN REGIONAL FISHERIES MECHANISM (CRFM) BY:

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Institutional Development and Management Consultants Limited (ID&M)

11 Cornfield Close, Deeping St. Nicholas, Spalding PE11 3DB

United Kingdom

REGISTERED IN ENGLAND & WALES NO. 12001377

1. Monitoring & Evaluation [↑](#footnote-ref-1)
2. Project Management Costs [↑](#footnote-ref-2)
3. Request for Proposals (At least three Technical and Financial Proposals) [↑](#footnote-ref-3)