

Stakeholder inventory and involvement plan

**Caribbean and North Brazil Shelf Large Marine Ecosystems Project
(CLME+)**

Developed by the Caribbean Natural Resources Institute (CANARI)

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1. Acronyms

ACS	Association of Caribbean States
ACP	African, Caribbean and Pacific
BioPAMA	Biodiversity and Protected Area Management Programme
BPOA	Barbados Programme of Action for the Sustainable Development of SIDS
CAMPAM	Caribbean Marine Protected Area Network and Forum
CANARI	Caribbean Natural Resource Institute
CARICOM	Caribbean Community and Common Market
CARPHA	Caribbean Public Health Agency
CAST	Caribbean Alliance for Sustainable Tourism
CBO	Community-Based Organisation
CBD	Convention on Biological Diversity
CCAD	Central American Commission for Environment and Development
CCCCC	Caribbean Community Climate Change Centre
CCCFP	Caribbean Community Common Fisheries Policy
CEHI	Caribbean Environment Health Institute
CEP	Caribbean Environment Programme (UNEP)
CERMES	Centre for Resource Management and Environmental Studies
CETA	Communications, Education, Training and Awareness (UNEP-CAR/RCU)
CFMC	Caribbean Fisheries Management Council
CLME	Caribbean Large Marine Ecosystem
CLME ⁺	Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME Project)
CMA2	Caribbean Marine Atlas Project
COCATRAM	Central American Commission on Maritime Transport
CONFEPESCA	Confederation of Artisanal Fishers of Central America
CREW	Caribbean Regional Fund for Wastewater Management
CRFM	Caribbean Regional Fisheries Mechanism
CSAP	Civil Society Action Programme
CSME	CARICOM Single Market and Economy
CSO	Civil Society Organisation
CTO	Caribbean Tourism Organisation
EAF	Ecosystem Approach to Fisheries
EBM	Ecosystem-based Management
ECMMAN	Eastern Caribbean Marine Managed Areas Network Project
EU	European Union
FAO	Food and Agricultural Organisation of the United Nations

FAO- WECAFC	Food and Agricultural Organisation of the United Nations - Western Central Atlantic Fisheries Commission
FFO	Fisher Folk Organisations
GCFI	Gulf and Caribbean Fisheries Institute
GEF	Global Environment Facility
ICM	Integrated Coastal Management
IDB	Inter-American Development Bank
ILO	International Labour Organisation
IOC	Intergovernmental Oceanographic Commission of UNESCO
IOCARIBE	IOC UNESCO Sub-commission for the Caribbean Sea and Adjacent Regions
IUU	Illegal, Unreported and Unregulated fishing
LAC	Latin America and the Caribbean
LME	Large Marine Ecosystem
LMR	Living Marine Resources (CLME Project)
M&E	Monitoring and Evaluation
MPA	Marine Protected Area
NAP	National Action Plan
NBSAP	National Biodiversity Strategies and Action Plans
NBSLME	North Brazil Shelf Large Marine Ecosystem
NGO	Non-Governmental Organisation
OECS	Organisation of Eastern Caribbean States
OLDEPESCA	Latin American Organisation for Fisheries Development
OSPESCA	Organization of the Central American Fisheries and Aquaculture Sector
PAG	Project Advisory Group
PCU	Project Coordinating Unit
PEG	Project Executive Group (CLME Project)
PPI	Project, Programme, Initiatives (CLME Project)
ProDoc	Project Document
PSAP	Private Sector Action Programme (CLME Project)
PSC	Project Steering Committee (CLME Project)
REEF	Reef Environmental Education Foundation
RFB	Regional Fisheries Body
RFMO	Regional Fisheries Management Organisation
RGB	Regional Governance Body
SAP	Strategic Action Programme (CLME Project)
SICA	Central American Integration System
SIDS	Small Island Developing States

sLMR	shared Living Marine Resources (CLME Project)
SMEs	Small and Medium Sized Enterprises
TNC	The Nature Conservancy
TORs	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNOPS	United Nations Office for Project Services
UWI	University of the West Indies
WCR	Wider Caribbean Region

1 Background

The Caribbean and the North Brazil Shelf Large Marine Ecosystems⁺ (jointly referred to as CLME⁺) are bordered by over 35 States and Territories. This vast marine area (4.4 million km²) is a major contributor to regional economic development and is key to many globally relevant ecological processes. Two economic drivers important to the region's economy and which are dependent on its marine ecosystems and associated living resources are fisheries and tourism.

The CLME⁺ is regarded as one of the most geopolitically diverse and complex sets of LMEs in the world. The culturally diverse countries and territories that border this maritime area range from among the largest (e.g. Brazil, USA) to among the smallest (e.g. Barbados, St. Kitts and Nevis) and from the most developed to the least developed in the world. Both the marine resources as well as the problems affecting these resources are shared to a very large extent by the many territories that make up this region. Many stakeholders in the CLME⁺ region depend heavily on these the ecosystem goods and services being provided by these LMEs for their livelihoods, food security and protection from natural disasters. Highly variable progress exists across the region with regard to ocean and living marine resources governance. Capacities for shared living marine resources (sLMR) management vary considerably at national, sub-regional and regional levels. Due to the importance of the ecosystem goods and services provided by the CLME⁺ to the stakeholders involved and the varying capacities for governance and management among them identifying and analysing stakeholders and their capacities as well as clearly associating stakeholders from the public and private sectors and civil society with the different activities and outputs of the CLME⁺ SAP and the catalysing CLME⁺ Project will be important, based on an analysis/inventory of who will be affected, benefit by, or will need to contribute to the different activities and outputs of the CLME⁺ SAP and CLME⁺ Project. Through the identification of stakeholders, one can better identify the roles of the different stakeholder groups and the extent to which they should be engaged in the implementation of the SAP and the Project. This will assist in determining strategies for the stakeholders' inclusion in the project.

The Caribbean Natural Resources Institute was tasked with developing a stakeholder inventory and analysis for the CLME⁺ region. This was conducted for 21 GEF-eligible countries. Most of the analysis draws from the research conducted on these countries. CANARI was also asked to develop a stakeholder involvement plan for the region. It is strongly recommended that all other countries including overseas territories and non-GEF eligible countries undertake an inventory and analysis at the project's inception.

2 Overall goal, scope and objectives of the stakeholder inventory and stakeholder plan

The CLME⁺ Project aims to facilitate and build capacity for inclusive participation of (key) stakeholders in governance and management of the shared living marine resources. The objective of the inventory is to identify key stakeholders in the public and private sectors as well as those in civil society, academia and the media at the international, regional and national levels. The objective of the stakeholder involvement plan is to determine how key stakeholder groups identified in the stakeholder inventory can and/or should be involved in the project. An additional objective of the plan is to determine ways to enhance stakeholders' capacities to be better involved in governance and management of the shared living marine resources. This is integral to the implementation of the CLME⁺ Project on the ground and the ultimate uptake of ecosystem based approaches to the governance and management of the shared living marine resources into national and regional policies and plans.

The stakeholder inventory and involvement plan describes:

Table 1: Description of the content and location in the document.

Description of content	Where found in the document
Key stakeholders targeted	Section 4
Two major cross-cutting capacity needs for key stakeholder groups	Section 6.1
Ways by which stakeholder capacity can be built	Section 6.2
Structures and mechanisms such as committees, and working groups that can be used in the CLME+ at the national and regional levels to implement the project	Section 7
Ways the involvement plan can be implemented	Section 7

3 The participatory approach in CLME+

Inclusive participation in the project territories will contribute to the development and implementation of an ecosystem based approach to the governance and management of the shared living marine resources. As such, several fundamental principles should guide the implementation of the stakeholder involvement plan. These are:

- Equity at all stages of the policy cycle.
- Respect among all stakeholders for rights, responsibilities and interests of all stakeholders
- Trust among all stakeholders - facilitate the free and open exchange of information and ideas
- Ownership of the process- stakeholders at the national and regional levels must take ownership and drive the process for management and governance of the shared resources
- Building capacity of stakeholders- a commitment to building the capacity of all stakeholders to participate in the planning and implementation processes is essential
- Sustainability of impact- sustainability will be achieved only through building stakeholder capacities and facilitating stakeholder ownership through the establishment of participatory mechanisms for governance and management of the resources.

Much of the plan seeks to have interactive participation and self-mobilisation that are described in the table below.

Table 2: Definition of interactive participation and self- mobilisation¹

Interactive participation	People participate in joint analysis, development of action plans and formation or strengthening of local institutions. Participation is seen as a right, not just the means to achieve project goals. The process involves interdisciplinary methodologies that seek
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¹ From Bass, S., Dalal-Clayton, B. and Pretty, J. (1995) Participation in Strategies for Sustainable Development. International Institute for Environment and Development. Environmental Planning Issues No. 7

	multiple perspectives and make use of systemic and structured learning processes. As groups take control over local decisions and determine how available resources are used, so they have a stake in maintaining structures and practices.
Self-mobilisation	People participate by taking initiatives independently of external institutions to change systems. They develop contacts with external institutions for resources and technical advice they need, but retain control over how resources are used. Self-mobilisation can spread if governments and NGOs provide an enabling framework of support. Such self-initiated mobilisation may or may not challenge existing distributions of wealth and power.

4 Key stakeholders targeted

Each stakeholder has different roles, responsibilities and interest in the management and governance of the shared living marine resource that will determine its importance to the implementation of the project. The table below lists the general roles, responsibilities and interests of stakeholder groups in the project with reference to the three transboundary issues and the cross –cutting issue of climate change and the policy cycle.

Table 3: General roles, responsibilities and interests of major stakeholder groups

Type of organisation	Examples	General roles, responsibilities in the CLME+ Project
National governments	Ministries responsible for food security (fisheries, agriculture, forestry, aquaculture); Environment/ Sustainable Development ministries; Tourism ministries; Finance and planning ministries; Foreign Affairs ministries; Energy and mining ministries; Meteorological services; Coast Guards	<p><u>Overall:</u></p> <p>National governments would need to address all three transboundary issues</p> <p>In execution of specific roles and responsibilities, national government agencies would need to develop/strengthen and implement national inter-sectoral mechanisms to facilitate participation of stakeholders in the CLME+ and related programmes and projects.</p> <p><u>Specific:</u></p> <p>Develop/strengthen, enforce, monitor and evaluate policies related to the shared marine resources (e.g. ministries responsible for environment, fisheries, finance, foreign affairs, tourism, statistical departments)</p> <p>Lead or participate in development and implementation of national and regional programmes, projects and initiatives aimed at reducing habitat degradation, pollution and unsustainable fisheries and addressing the likely impacts of climate change</p>

		<p>Monitoring and reporting on the state of the environment and the shared living marine resources</p> <p>Act as focal points of the CLME* Project that are responsible for implementation at the national level</p> <p>Create and manage protected areas</p> <p>Participate in meetings/fora of regional IGOs to approve/endorse regional policies and plans</p> <p>Collect, manage, analyse, make decisions and share information relevant to the governance and management of the shared marine space</p>
Inter-governmental organisations (IGOs)	<p>United Nations Development Programme (UNDP); Food and Agriculture Organisation of the United Nations (FAO) and the Western Central Atlantic Fisheries Commission (WECAFC); Caribbean Environment Programme of the United Nations Environment Programme (UNEP-CEP); Association of Caribbean States (ACS); Caribbean Public Health Agency (CARPHA); IOC of UNESCO; UNEP ROLAC; UN ECLAC; UN DESA; CCAD; CARICOM; SICA; Organisation of Eastern Caribbean States (OECS); Caribbean Regional Fisheries Mechanism (CRFM) ; Organización del Sector Pesquero y Acuícola de Centroamerica (OSPESCA) Caribbean Climate Change Centre (CCCCC) Caribbean Tourism Organisation (CTO)</p>	<p>Design, implement and evaluate policies and programmes at the regional level on behalf of national governments, particularly those relating to mainstreaming EBM/ EAF in ocean governance</p> <p>Provide technical assistance to national governments to ratify, implement, review and evaluate policies and programmes</p> <p>Conduct research and information management (particularly collection, management, analysis of data), analysis and advice and decision-making at the regional level</p> <p>Provides links between regional governments and global programmes of the IGOs</p> <p>Monitoring and reporting on the state of the environment and the shared living marine resources</p>
National and regional private sector companies and associations	<p>Regional and national private sector associations (e.g. Caribbean Hotel and Tourism Association [CHTA], national chambers of commerce)</p>	<p><u>Overall:</u></p> <p>Diverse group with varied and often competing interests, roles and responsibilities (e.g. oil companies are key stakeholders in sectors contributing to pollution and habitat degradation issues)</p>

	<p>Individual large and medium-sized companies (e.g. fishing companies; hotels, restaurants, oil and gas companies; shipping companies, banks, insurance companies)</p> <p>Small and micro enterprises and their associations; tour operators and associations)</p>	<p>rather than in unsustainable fishing, while fishing companies are key stakeholders in addressing all transboundary issues)</p> <p><u>Specific:</u></p> <p>Provide and collect data and information on different aspects of the shared marine space and the factors affecting it. This information can be used to monitor and report on the state of the environment.</p> <p>Assist in implementation of the policies and application of best practices to ensure that recommended environmental, safety and other standards and regulations are being met</p> <p>Some private sector groups are directly involved in decision making on the different transboundary issues (e.g. oil companies involved in decision-making on marine pollution)</p> <p>Participate in the development of policies related to the marine environment</p> <p>Support implementation of local, national and regional projects via corporate social responsibility programmes and other investments (e.g. oil companies, hotels)</p> <p>Monitoring and reporting on the state of the environment and the shared living marine resources</p>
National and regional academia and research institutes	<p>University of the West Indies - Centre for Resource Management and Environmental Studies (CERMES); IFREMER; INVEMAR; Smithsonian, CATHALAC; CATIE; NOAA; WRI</p>	<p>Collect, manage, analyse data and share information on the three transboundary issues and the likely impacts of climate change</p> <p>Provide technical analysis and advice to IGOs and national governments on policy implications of research</p> <p>Assist in technical review and evaluation of policies at the regional and national levels</p> <p>Analysing the success of the implementation of the policy cycle at national and regional levels</p>
National and regional media	<p>CaribVision, CMC, Grupo Globo</p>	<p>Assist in developing awareness about the value of the marine ecosystems and the services that they provide</p>

		Share information relevant to addressing the three transboundary issues and climate change adaptation strategies in the shared marine space Act as independent 'watchdog' and investigate and communicate/expose key issues to public
Multi and bilateral organisations providing technical and funding support	USAID; Department for International Development (DFID); AusAID; GIZ; FUST; GEF	Support data collection/management and analysis, capacity building, pilot/demonstration projects, etc. Provide technical and financial assistance to formulate and implement regional and national policies and programmes
National and regional non-governmental organisations and civil society organisations, including associations of resource users	The Nature Conservancy (TNC); International Union for Conservation of Nature (IUCN); Caribbean Natural Resources Institute (CANARI); Caribbean Network of Fisherfolk Organisations (CNFO); Conservation International (CI), WWF Conservation International; Confederation of Fishermen of Central America (CONFEPESCA) Resource user associations (e.g. national sport fishing and dive associations)	Support data collection and management, conduct independent research, collate and manage information and communicate / make available (e.g. online databases) Provide technical assistance and participate in the analysis and advice and decision-making on policies at the national and regional levels Support review and evaluation of implementation of policies developed for EBM/EAF in the CLME Build capacity and awareness of their members and partners Implement projects and programmes on EBM/EAF in the CLME ⁺

Further analysis of most of the roles, responsibilities and interests reveals that the following groups are key stakeholders:

4.1 National governments

The national governments of the twenty-six independent States and eighteen dependent/associated territories are a key stakeholder group as this project seeks to improve the management of the region’s shared living marine resources by strengthening the existing governance arrangements through facilitating the implementation of EBM/EAF. In light of this, all countries of the CLME⁺ Region should continue to be involved in the project implementation. Further, demonstration projects to be implemented as part of Component 3 will require the support, buy-in and participation of a number of the CLME⁺ countries.

The suggested key stakeholders that should be contacted as of the project’s inception- Ministries responsible for fisheries, environment and tourism, inter-sectoral committees.

4.2 *Inter-governmental organisations*

A number of the international inter-governmental organisations that have a presence in the CLME+ Region have an ocean governance mandate. In light of this, many of these organisations have supported the objectives of the first CLME Project as they were aligned with their own; they will continue to play a role in the CLME+ project. These include:

- The United Nations Development Programme (UNDP) partners with people at all levels of society to help build nations that can withstand crisis, and drive and sustain the kind of growth that improves the quality of life for everyone. Underscoring this approach is UNDP's poverty reduction mandate and commitment to preserving and enhancing food security and livelihoods of the nearly one billion people worldwide who depend on healthy, functioning Large Marine Ecosystems (LMEs) such as the Caribbean and North Brazil Shelf LMEs.
- The United Nations Environment Programme (UNEP) seeks to promote the wise use and sustainable development of the global environment. The UNEP Regional Seas Programme has emerged over the last quarter century as an excellent example of how to craft a regional approach to protecting the environment and managing natural resources. The Caribbean Environment Programme of the UNEP Regional Seas Programme serves as the Secretariat for the Convention for the Protection and Development of the Marine Environment of the Wider Caribbean Region (WCR), the only regional environmental convention that provides the legal framework for cooperative regional and national actions in the WCR.
- The FAO, through the Western Central Atlantic Commission (WECAFC) established in 1973 by Article VI-I of the FAO constitution works to promote the effective conservation, management and development of the living marine resources of the area of competence of the Commission, in accordance with the FAO Code of Conduct for Responsible Fisheries, and address common problems of fisheries management and development faced by members of the Commission.
- The International Oceanographic Commission (IOC) of UNESCO, through its regional sub-commission IOCARIBE, is the UN body for science, ocean observatories, ocean data and information exchange and seeks to promote international cooperation and coordinate programmes in research, services and capacity building.

Prior to the inception of the first CLME Project, the region recognised that advances in oceans governance could not be achieved without the support and participation of a number of key organisations with an oceans governance mandate. In light of this, these organisations had a key role to play during the first phase of the project, being represented on the Project Advisory Group and the Steering Committee. Through the first CLME Project, many of these international organisations were able to increase collaboration efforts, e.g. UNEP-CEP and FAO-WECAFC on matters pertaining the Specially Protected Areas and Wildlife (SPA) Protocol.

Regional inter-governmental organisations that are part of the project include:

- The Association of Caribbean States (ACS), with the primary purpose being to serve as an organisation for “consultation, cooperation and concerted action” for its member countries. Its framework provides a forum for political dialogue that allows Members the opportunity to identify areas of common interest and concern that may be addressed at the regional level, and the solutions which can be found through cooperation.
- The Caribbean Regional Fisheries Mechanism (CRFM), a body of the Caribbean Community (CARICOM), seeks to promote and facilitate the responsible utilisation of the region's fisheries and other aquatic resources for the economic and social benefits of the people of the region. CRFM

hosts the Forum and Ministerial Council to facilitate high-level technical and policy discussions at the regional level, provides technical advice to CARICOM member states, and implements and partners on a number of key regional programmes, projects and initiatives. The CRFM also facilitated the development and finalisation of the Caribbean Community Common Fisheries Policy (CFP) for the CARICOM member states.

- The Organisation of Fishing and Aquaculture in Central America's (OSPESCA's) main goal is to promote coordinated and sustainable development in the fishery and aquaculture sectors within the framework of the Central America Integration System. OSPESCA also facilitates technical and policy discussions at the regional level for its member states.
- The Organisation of Eastern Caribbean States (OECS) was established in 1981 through the Treaty of Basseterre (which was revised in 2010 during the 51 Meeting of the Authority). The revised Treaty of Basseterre established the OECS economic union. The OECS Commission contributes to the sustainable development of Member States by supporting their insertion into the global economy. The Environment and Sustainable Development Unit facilitates high-level technical and policy discussions at the sub-regional level, provides technical advice to OECS member states, and implements and partners on a number of key sub-regional programmes and projects.
- The Central American Commission on Environment and Development (CCAD) is the organ of the Central American Integration System (SICA) that contributes to sustainable development through strengthening cooperation and integration arrangements for environmental management.
- The Caribbean Community Climate Change Centre (CCCCC) coordinates the Caribbean region's response to climate change. It provides advice to CARICOM member states on climate change related policy; it is a repository and clearinghouse for data and information on climate change. As such it is pivotal for the cross-cutting issue of climate change in the project.

The suggested key stakeholders that should be contacted at the project's inception are CRFM, OSPESCA, UNEP-CEP, SICA, CCCCC.

4.3 Academic community and Research Institutions

The academic community, particularly the Centre for Resource Management and Environmental Studies (CERMES) of the University of the West Indies, was involved in the first CLME Project providing scientific and technical advice to the region. Other academic/ research organisations at the regional level such as the French Research Institute for Exploitation of the Sea- Antilles (IFREMER) could also become engaged/involved in the governance and management of the project and also to provide research for the management of the transboundary issues and extend the awareness/ visibility of the project in the French overseas territories. National universities and research institutes also have important roles and responsibilities in both the implementation of the CLME+ Project activities and in its governance and management. They provide local research that can help with the development of policies affecting the shared living marine resources. The academic and research community has roles in all five components of the policy cycle. The suggested key stakeholder groups that should be approached at the project's inception are: national universities e.g. University of Trinidad and Tobago and research institutes (INVEMAR), or national arms of regional universities such UWI that has open campuses in many of the CARICOM countries.

4.4 Civil society organisations

Small-scale fishers and coastal communities who directly and indirectly benefit from the various services provided by the region's coastal and marine ecosystems are important stakeholders in this project. They are represented, at least in part, by civil society organisations (CSOs).

CSOs are also working within the region on the management of marine and coastal resources and improving livelihoods of coastal communities. A number of initiatives being undertaken within this region, which are also aligned to the objectives of the CLME+ SAP, are being implemented by organisations such as The Nature Conservancy (TNC), CARIBSAVE and Caribbean Natural Resources Institute (CANARI). CANARI in particular has a history of successfully mobilising civil society in the region.

Whilst a number of CSOs were represented on the Project Steering Committee of the first project, more effort should be made to partner with them during the implementation of the CLME+ Project and it is recommended that during the new project regional CSOs should be invited to sit on the Project Steering Committee. At the national level, during the first CLME Project, Member States were encouraged at the national level to involve civil society in their inter-sectoral coordinating mechanism and this will continue to be advocated in the CLME+ Project. The project should also be seeking to engage with civil society in a more meaningful way through the establishment of a Civil Society Action Programme (CSAP). It is suggested that the following organisations are approached for engagement at the project's inception: regional umbrella organisations such as CNFO, CONFEPESCA; regional organisations such as CANARI, CARIBSAVE and TNC; national umbrella civil society organisations, e.g. Council of Presidents of the Environment

4.5 Private sector

Traditionally private sector organisations and associations are not always viewed as key stakeholders but as entities that would have to adhere to policies and regulations that are being developed. However taking into consideration the need for participatory governance and management of the CLME+ Project and the sLMR, and that private sector organisations are among the main users of the resources and have the capacity for innovation and change, more effort should be expended in their engagement in the project's governance and management arrangements and in the implementation of the project activities. The CLME+ Project should promote and facilitate a more effective/appropriate role of the private sector at the national/regional level, primarily in providing data and information, policy-influencing, decision-making, implementation and review and evaluation in the policy cycle of the three transboundary issues in the context of the policy cycle. The project should also be seeking to engage with the private sector in a more meaningful way through the establishment of a Private Sector Action Programme (PSAP). Organisations such as CARIBSAVE and TNC have experience with leveraging public-private partnerships. CLME+ already has relationships with both these organisations; they can be used to foster effective partnerships with the private sector at the regional level in particular. At the national level, the Chambers of Commerce and the tourism and hotel associations can provide effective partners for implementation of project activities and processes. It is suggested that appropriate umbrella organisations e.g. the Chambers of Commerce or relevant sector umbrella organisations such as hotel and tourism associations can be approached at the project's inception for engagement in the project.

4.6 Donor community, development banks

Besides providing funding for various projects in the region, the donor community and the development banks have increasingly provided technical services. Based on their experience in other regions, organisations such as the German Development Cooperation (GIZ) have been sharing their global experience and providing technical and financial resources to design and implement similar projects in the CLME+ region. For example, GIZ is partnering with the Caribbean Public Health Agency (CARPHA) to manage the ridge-to-reef Caribbean Aqua- Terrestrial Solutions (CATS) project that is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ). The Inter-American Development Bank (IDB) and the World Bank Group both have very strong presences in the CLME+ region. Both organisations for example, are collaborating with governments in the region to deliver the

Caribbean Regional Strategic Program for Climate Resilience (SPCR). They also provide grants for other projects including environmental ones. In the Anglophone Caribbean for example, the Caribbean Development Bank (CDB) can also be engaged in the project through its grant-making processes such as the Basic Needs Trust Fund (BNTF) that funds projects to reduce poverty in the Caribbean. As such, donor community and development banks should be made aware of the project and effort should be spent to engage them in all five components of the policy cycle. It is suggested that the IDB, World Bank, and CDB should be engaged at the project's inception.

5 Capacity needs assessment

The analysis of capacity needs of stakeholders for their participation is a critical step in the development and implementation of an involvement plan. CANARI has developed a framework of the capacity needs of stakeholders for participation in natural resource management. It identifies seven elements of capacity needed for participatory management and governance of natural resources. These are world view, culture, structure, adaptive strategies, skills, material resources and linkages.

Table 4: Questions used to determine capacities of stakeholder groups

Capacity area	Probing questions to determine capacities
World view / culture	<ul style="list-style-type: none"> ● Do the stakeholders have (demonstrate) a commitment to participatory processes? ● Are the stakeholders aware of the benefits of participatory processes? ● Do the stakeholders believe in the benefits of participatory processes? ● Is there a culture of participation in decision making? ● Do the stakeholders demonstrate respect for and trust in other stakeholders' rights, interests and responsibilities?
Structure	<ul style="list-style-type: none"> ● Are there structures and mechanisms that facilitate multi-sectoral and multi-stakeholder (including government, civil society and private sector) communication and collaboration for decision making? ● Do the stakeholder organisations have structures (mechanisms) that facilitate communication and collaboration with other stakeholders for decision making within the organisations? ● Do the stakeholder organisations have structures and mechanisms that facilitate their communication and collaboration with other stakeholders? ● Do the stakeholder organisations have sufficient capacity for effectiveness and sustainability?
Adaptive strategies	<ul style="list-style-type: none"> ● Are the stakeholders flexible in structure and process to adapt to changing needs and interests shared by other stakeholders? ● Are the national institutional structures and mechanisms flexible and adaptive to allow for evolving regimes of participatory management?
Skills and knowledge	<ul style="list-style-type: none"> ● Are the stakeholders aware of the status of the shared living marine resources? ● Are the stakeholders aware of what is needed to sustainably manage the shared living marine resources? ● Are the stakeholders aware of participatory models in natural resource and protected area management such as ecosystem based approach to fisheries management?

	<ul style="list-style-type: none"> Do the stakeholders have technical skills in natural resource and protected area planning and management? Do the stakeholders have skills in facilitation of participatory processes (e.g. stakeholder mobilisation, communication, negotiation, conflict management)?
Material resources	<ul style="list-style-type: none"> Is there sufficient funding and other material resources to support participatory processes?
Linkages	<ul style="list-style-type: none"> Do the stakeholders have functioning relationships with each other, including across sectors and among civil society, government and the private sector?

As part of this consultancy, CANARI conducted a review mainly using literature provided by the CLME PCU to determine the capacity needs of stakeholder groups in the project area. The literature was examined for the points noted in Table 4 and the information for the relevant stakeholder groups inserted into Table 5. The results are shown below.

Table 5: General capacity assessment of stakeholder capacity needs at the national and regional levels of the CLME+

Type of organisation	Elements of capacity						
	World view	Culture	Structure	Adaptive strategies	Skills/ knowledge	Material resources	Linkages
Intergovernmental organisations	Good understanding and appreciation of EBM/EAF	History of working with other organisations	Structures enable sharing of information within organisations	Resilience limited by mandates and resource	Limited by mandate and material resources	Sustained financing is sometime limited	Willingly form structures to ensure collaboration but they do not always achieve all objectives
International and regional multi and bilateral organisations, donor community, development banks	Generally understand the principles of EBM/EAF and the importance of inclusive participatory processes to ecosystem health	Demonstrated history of collaboration with other organisations and inclusive participatory processes	Demonstrated mechanisms that foster collaboration with other organisations.	Seems to adapt to changing circumstances	Willing to support development of skills necessary for governance and management of the shared living marine resources in the region	May have constraints depending on the global economic environment	Willing to collaborate and form partnerships with other organisations.

(International and regional) Academia and research	Developed understanding of the importance of inclusive participatory processes to the importance to ecosystem health.	Demonstrates willingness and history of being involved in participatory processes	Unknown ²	Generally able to be resilient because of the	Possesses the skills/knowledge necessary for EBM/EAF and fisheries management and governance	Limited funding provided by projects, programmes and initiatives	Collaborates with government ministries at the national level and intergovernmental agencies. Assists civil society organisations. Communication with other stakeholders is effective
(International and regional) Civil society organisations	Believe in inclusive participatory processes and are willing to be involved.	Demonstrates history of collaborating with other organisations.	Few very strong organisations operating at the regional level with clear designation of roles and responsibilities within organisations.	Closure of some civil society organisations in the region suggests limited adaptive strategies	Some need improved EBM/EAF skills. Unsure if the understanding of ways to implement EAF is the same as it is for other organisations.	Funding may be limited to projects, programmes and initiatives	Form partnerships and collaborate with other stakeholders as needed; limited by material resources
(International and regional) Private sector	Generally varied	Willing to be involved if convinced that objectives will benefit them.	Few strong private sector associations exist at the regional level so structure is unknown	Capacity for innovation is high. This can lead to resilience	Skills/knowledge of EBM/EAF limited	Material resources varies widely in the private sector.	Collaborates when needed with other organisations.
Media ³	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown

² Literature did not provide sufficient information to determine the element of capacity.

³ Information on this group is lacking.

(National) Government Ministries	<p>Beginning to develop principles of EBM/EAF in national policies</p> <p>Understanding application of EBM/EAF differs across countries</p>	<p>Lacks long history of implementing EBM/EAF on consistent basis</p> <p>Successful examples needed for implementation of inclusive participatory methods at the national level</p>	<p>Inter-sectoral committees are most commonly used to include other stakeholders in policy cycle. Success of the national inter-sectoral committees for the CLME Project is unknown. Structure of government agencies may not always allow EBM/EAF uptake</p>	<p>Resilience limited by mandate, skills and resource</p>	<p>Possess technical skills for fisheries management and governance; increasing development of EBM/EAF skills. Unsure if the understanding of ways to implement EAF is the same as it is for other organisations.</p>	<p>Limited financing available to implement inclusive participatory methods on a consistent basis</p>	<p>Collaboration with organisations at the regional level can be increased by focal points sharing information upon return to their countries.</p>
(National) Academia and research	<p>Varies across countries</p>	<p>Shows willingness to collaborate with others in most instances</p>	<p>Some demonstrated ability to adapt to changing circumstances</p>	<p>May be limited by availability of resources but research capability allows for the development of adaptive strategies</p>	<p>Have technical skills. Unknown if skills present for EBM/EAF at the national level</p>	<p>Resources may be limited where dependent on national governments for funding</p>	<p>Demonstrated ability to develop relationships with other stakeholder groups.</p>
(National) Civil society organisations	<p>Organisations' visions are not always known to members.</p> <p>EBM/EAF is not widely known outside environmental organisations.</p>	<p>Willing to be involved in participatory processes if financially supported.</p>	<p>Limited information is available for this group of stakeholders</p>	<p>Some of the larger CSOs with multiple sources of funding have demonstrated high adaptive capacity.</p>	<p>Competencies in EBM/EAF but in non environmental organisations still need to be developed.</p>	<p>Sustainable financing limited to implement EBM/EAF</p> <p>Often supported by short-term projects, programmes and initiatives that do not always allow for long term follow-up activities</p>	<p>Communication plan needs to be developed and implemented to improve effectiveness of communication with other stakeholders.</p>

(National) Private sector	World view varies across private sector organisations	Demonstrates willingness to be involved in inter-sectoral committees once objectives align with their interests	Some private sector associations non-existent or not functioning	Limited information available for this group but there is high possibility for innovation	Skills specific to their interests Some will need to develop business management skills (e.g. individual fisherfolk)	Varies across organisations in the group	Poor collaboration with other organisations though examples exist of collaboration with government ministries.
(National) Media	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Provides communication pathways for many organisations.

Table 4 shows that there are still unknowns in the elements of capacity among most stakeholder types. This information will need to be validated once the project begins.

6 Capacity building strategy

6.1 Capacity gaps

Annex 24 presents an inventory of empowerment and capacity building initiatives within the CLME+ region that are carried out by various organisations. The inventory was prepared by the Centre for Resource Management and Environmental Studies of the University of the West Indies (CERMES). It identified over 160 programmes, projects and initiatives (PPIs) in the CLME+ region that either support or contribute to the overarching goals and objectives of the CLME+ project and implemented at the local, national, sub-regional, regional or global level. Many of the PPIs occur in multiple CLME+ territories and address the three transboundary issues and the cross cutting issue of climate change.

CANARI further used the inventory to examine the capacities built and the types of stakeholders that benefit from those activities. The capacities built or being built included technical skills and knowledge in EBM/EAF in fisheries managers, information sharing and networking among stakeholders, and skills in data collection and management. The full range is shown in Annex 24.

To determine gaps in the capacity for certain key stakeholders (small scale fisherfolk, marine park managers, Officers in the Fisheries Department), the consultancy team examined the recommended literature as well as other available literature. Approaches were also made to four key organisations- the CLME+ - FAO, CERMES, OSPESCA and CRFM- to identify capacity gaps for two to three major groups of stakeholders in the region. Dr. Patrick McConney of CERMES was the only respondent. It is believed that the time of the year that the organisations were approached (December 2014) affected the responses. Dr. McConney’s points below reflect the capacity needs of three main types of stakeholders across the region:

- Small- scale fisherfolk
 - Organisational leadership skills are needed for sustained and visionary collective action
 - Small business management skills since fisherfolk are involved in businesses

- Internet and computing skills because these are major cost-effective keys to increasing skills from competitiveness to advocacy through knowledge mobilization and changing world view
- Marine park managers:
 - Adaptive governance because insufficient attention is given to the higher-level decision structures and social-ecological system interactions related to MPAs, a lot of time and effort is wasted ineffectually trying to fix small and low-level symptoms
 - Community engagement since in most places the surrounding stakeholders are still too removed from the MPA decisions to achieve subsidiarity, but this may require first building their capacity to participate
 - Connecting data to decisions in EBM because very few decisions are based on data, and much of the data collected are never used in decision-making; both directions need to be fixed to implement EBM
- Officers in the Fisheries Departments:
 - Fisheries management planning
 - Extension and outreach
 - Business management to create an enabling environment for fisheries to prosper

The review of the available literature for the same key stakeholders revealed that the main gaps in capacity were:

- unsustainable financing particularly for civil society groups,
- insufficient collaboration/partnerships and communication among all stakeholders, and
- lack of a common understanding of EBM/EAF and its mainstreaming.

Financial sustainability is key to building strong and resilient civil society organisations that can be effective partners in the policy cycles for the transboundary and cross-cutting issues. In like manner improved collaboration and/or partnerships and communication among all stakeholders would be required to build the governance arrangements necessary at the various levels for the management of the fisheries resources as well as addressing such matters as pollution, habitat degradation and the cross-cutting issue of climate change. Sharing a common understanding of measures to mainstream EBM/EAF will lead to increased success in management and governance of the resources.

The common capacity gaps would appear to be:

- Collaboration/ partnerships - finding effective ways to engage stakeholders in management and governance.
- Communication- ways to use community technology and tools and communicating in structured and strategic ways. This can be addressed by training stakeholders in relevant communication tools (e.g. computing, social media, etc.) and developing communication strategies that specifically target the stakeholders.
- A common understanding of EBM/EAF and its mainstreaming. The recently published EAF toolbox developed by FAO can be tested and adapted during the CLME⁺ Project as a common tool for mainstreaming EBM/EAF in the governance and management of the shared living marine resources. Training in the toolbox will be necessary for its widespread use. Using marine protected areas as one of the management tools can also improve bottom up participation in governance and management.

6.2 ***Building capacity***

Both capacity gaps- **insufficient collaboration/ partnerships** and **communication**- share similar strategies for building or strengthening capacity. These are:

- *Developing a communication strategy.* The communication strategy should be developed to increase awareness and strengthen internal and external networking arrangements and partnerships for the implementation of the CLME+ Project. The communication strategy should highlight ways to improve collaboration among partners. The strategy should indicate the members of the partnership (target audiences) and possible ways to collaborate with them (through project meetings, using attendance at conferences and workshops to meet, monthly/ quarterly virtual meetings, etc.). The strategy should also clearly define responsibilities for delivering its various components. It may also be possible to use existing communication strategies developed by individual organisations to enable two communication for the project activities.
- *Training for stakeholders in communication and collaboration.* Stakeholders can be trained to communicate and form effective partnerships. This training should be included and addressed in the development and implementation of the CSAP and the PSAP. It should build on the capacities being developed under projects and activities being executed by partner organisations such as the *Strengthening Caribbean fisherfolk to participate in governance* that is managed by the Caribbean Natural Resources Institute and the *Eastern Caribbean Marine Managed Area Network (ECMMAN)*. Free online training through sites like www.coursera.org can also be cost effective.

Building or strengthening capacity for a common understanding of EBM/EAF can be done through clearly defining what EBM/EAF means in the context of CLME+ with examples drawn from the project region and other LMEs and ways to implement EBM/EAF. The recently published FAO toolkit on EAF can be a starting point for this however, training may be necessary to use the toolkit. All communication products developed by the project should also have a simple definition of EBM/ EAF visible to promote the development of a common appreciation of EBM/EAF.

7 Stakeholder involvement plan

There are several ways that regional and national stakeholders can be engaged in the governance and management of the CLME+ Project and in the activities and processes that it promotes. These are shown below.

7.1 CLME+ Project governance arrangements and other CLME+ processes

The sheer size of the CLME+ region demands that there are innovative mechanisms developed to engage stakeholders in the governance and management of the project and activities and processes that it is seeking to enhance, and to ensure that there is interaction between the regional and national levels in addressing each transboundary issue. Participatory project governance arrangements were developed under the first UNDP/GEF Project on the CLME (called the “CLME Project”) to ensure buy-in and ownership over the project by selected key stakeholders. Participatory governance arrangements for the new Project (called the “CLME+ Project”) build upon these experiences and mechanisms from CLME, while giving more attention to key stakeholder groups that were under-represented during CLME1, e.g. civil society and private sector. Such arrangements will include (but not necessarily be limited to): the Project Coordination Unit (PCU), the Project Executive Group (PEG, an evolution of what under the CLME Project was the Project Advisory Group or PAG), the Project Steering Committee (PSC), the National Inter-Sectoral Consultation and Coordination mechanisms (NICs) (see Section 5 of the CLME+ Project Document), and the CLME+ Partnership (see Output 5.1. of the CLME+ Project results framework)

For the CLME+ Project similar arrangements will be put in place for implementation. However, it should be noted that in the previous arrangement the engagement with CSOs and especially private sector was limited. This will be addressed within the CLME+ Project by seeking to enhance the engagement with

these groups at the regional and national levels as well as building their capacities, through the development and implementation of the CSAP and PSAP.

(See the Gantt chart of CLME+ Project timelines for activities relevant to stakeholder engagement in Figure 1)

7.2 Existing associations and mechanisms at the regional and national levels

The project must as much as possible, and whenever deemed beneficial, capitalise on existing mechanisms to engage stakeholders in the implementation of the project components. As an example, implementation of the memorandum of understanding (MOU) that exists between the Central America Fisheries and Aquaculture Organization (OSPESCA) and the Caribbean Regional Fisheries Mechanism (CRFM) can be used to improve coordination and cooperation between these two bodies and the countries involved in the development of governance arrangements and management for fisheries resources of interest such as large pelagics and the spiny lobster. In similar ways, the management arrangements among organisations afforded by the SPAW Protocol can also be used for management of habitat degradation.

At the national level existing MOUs among organisations or committees can be used to further engage stakeholders in project activities and in processes promoted by the CLME+ Project (e.g. EBM/EAF). Management committees for marine protected areas for example, typically include stakeholders from many different sectors including fisheries, environment and tourism. These can be used as opportunities to engage stakeholders and leverage the project processes. Multi-stakeholder project steering committees that share similar goals and objectives to the CLME+ Project can also serve the same purpose, e.g. the Integrated Coastal Zone Management Steering Committee in Trinidad and Tobago is a multi-disciplinary and multi-stakeholder committee that has the establishment of ecosystem based approaches to curb biodiversity loss and rehabilitate/restore degraded environments as one of its objectives. Where there are synergies between the objectives of the CLME+ Project and those of the multi-sectoral, multi-stakeholder committees, they can be used to convene NICs. It is however important to strive for the representation of all relevant stakeholder groups in the NICs if this would not yet be the case.

As part of a communication strategy a short, simple, non-technical summary should be created at the project's inception and made available to all committees or existing mechanisms that share the CLME+ Project's goals and objectives, e.g. management committees for marine protected areas in the region. This can be used to introduce the project. Letters should be written to them and followed up with telephone calls to get buy-in for the project. Where possible, meetings should be held with existing mechanisms to ensure their buy-in. These can be scheduled meetings where funding allows or meetings/workshops where both the PCU and representatives from the existing mechanisms appear.

Providing quarterly reports on the CLME+ Project to existing mechanisms can keep them informed of progress of the project. Areas of common interest should be highlighted as a way to seek assistance in project activities, e.g. findings from research into marine protected areas in the CLME+ Project should be highlighted in reports sent to the management committees for marine protected areas. Maintaining a strong presence on social media (Facebook, LinkedIn, Twitter, Instagram, Pinterest, etc.) and having a user-friendly website can also help with the visibility of the project and keep the interest alive.

7.2.1 Engaging the overseas countries and territories

According to the information set out in the Case Study 7: Implications of the European presence in the Caribbean on regional fisheries management in the Background paper for the "International Conference on Biodiversity and Climate Change", Guadeloupe, 22-25 October 2014, the presence of outer most regions (ORs) and overseas countries and territories (OCTs) puts approximately 15% of the Caribbean

large marine ecosystem under European jurisdiction. These include 5 French ORs and OCTs (plus Guiana, located outside of the Caribbean Sea, but closely associated with the region), 5 United Kingdom OCTs and 6 Dutch OCTs and Municipalities (<http://guadeloupe2014.com/wp-content/uploads/2014/06/Assessment-Reunion-Message.pdf>). As such, it will be critical to engage with and involve the ORs and OCTs in the governance and management arrangements at the regional and national levels for the shared living marine resources of the CLME⁺ and in the implementation of the CLME⁺ SAP and Project.

From the experiences in the region, there would appear to be no clear cut approach to engaging with the ORs and/or OCTs in the management of the shared living marine resources in the CLME⁺. However, at the wider Caribbean regional level there is some scope for engagement with the ORs and OCTs in WECAFC in which they are represented by France, the Netherlands, UK and the EU. WECAFC has as one of its stated objectives “to contribute to improved governance through institutional arrangements that encourage cooperation amongst members (<http://guadeloupe2014.com/wp-content/uploads/2014/06/Assessment-Reunion-Message.pdf>).

At the level of the Caribbean Community, three UK OCTs (Anguilla, Montserrat and the Turks and Caicos Islands) are Members of CRFM and so they can be engaged in the management of the shared living marine resources through this mechanism. Recognising the need to engage with the other ORs and OCTs to improve the management effectiveness of the recently approved Caribbean Community Common Fisheries Policy and the implementation of its current Strategy and Action Plan, the CRFM has sought to engage them with varying degrees of success. Bonaire and Curacao have indicated interest in becoming Associate Members of the CRFM, with Curacao having sought this accommodation at the last Meeting of the CRFM’s Forum in March 2015. While they have good technical cooperation with IFREMER, the CRFM has shown less progress in engaging with the French ORs, especially Martinique, at a political level, as it has not been clear to the CRFM whether the appropriate channels of communication should be through the ORs themselves, the French Government or the EU (<http://guadeloupe2014.com/wp-content/uploads/2014/06/Assessment-Reunion-Message.pdf>).

Another means of achieving engagement with the ORs and OCTS in fisheries governance could be through the Protocol on Specially Protected Areas and Wildlife (SPAW) of the UN Convention for the Protection and Development of the Marine Environment in the Wider Caribbean Region, commonly known as the Cartagena Convention. All the European countries present in the Caribbean as well as most Caribbean countries have ratified the Cartagena Convention, which was also signed by the European Economic Commission. Those that have ratified the SPAW Protocol include the Netherlands and the UK (<http://guadeloupe2014.com/wp-content/uploads/2014/06/Assessment-Reunion-Message.pdf>).

Another possible option for engaging with the ORs and OCTs may be through the Organisation of Eastern Caribbean States’ ocean governance policy. The OECS has been reaching out to involve other OCTs and ORs within the sub-region ((<http://guadeloupe2014.com/wp-content/uploads/2014/06/Assessment-Reunion-Message.pdf>). Martinique signed on to become an Associate Member of the OECS during the 60th Meeting of the OECS Authority (<http://www.oecs.org/economic-union-press/937-martinique-to-become-the-first-french-territory-to-join-the-organization-of-eastern-caribbean-states-oecs>).

From the above, it would appear that engagement with the ORs and OCTs in the CLME⁺ could be achieved either at the wider Caribbean regional (WECAFC), CARICOM/CRFM and/or OECS sub-regional levels through the Netherlands, UK, France and EU, or the ORs and OCTs directly depending on their socio-economic interests, outreach by the respective regional fisheries and related bodies, and buy-in

to the need for improved regional coordination, collaboration and partnership in the governance and management of the shared living marine resources of the CLME⁺.

7.3 *Updating the stakeholder inventory and analysis*

Knowing who the stakeholders are and their capacities is necessary to understand who should be engaged and to what degree they should be engaged in the project and its activities. The inventories shown in Annex 1- Annex 22 are only preliminary. These will need to be validated/ updated at the regional level (e.g. by the PCU or the PEG) and at the national level (e.g. by the NICs). It is suggested that these are updated on an annual basis. A Microsoft Access database can be created for the project that has fields such as the name of the organisations, contact person(s) and position(s) in the organisation, address, telephone numbers (mobile, fax, office), website and e-mail addresses, Facebook, Twitter, LinkedIn accounts, Skype address, etc. The information from the updated inventories can be uploaded to the database that can be hosted on the project's website or through online services provided by Google and Microsoft. Analyse the stakeholders to identify roles, responsibilities, capacities and place in the policy cycle for the transboundary issues. The stakeholder analysis can then be used to determine the key stakeholders. It is suggested that the inventory and analysis are updated annually.

Communication strategy
Objective: to increase awareness and strengthen internal and external networking arrangements and partnerships the implementation of the CLME ⁺ Project.
Messages: simple, clear messages developed through consultation with project partners. Messages should be specific to the target audience.
Target audiences: Fisheries Officers, restaurateurs, chambers of commerce, etc.
Products: short non-technical summary, quarterly reports, etc.
Pathways: Meetings, Facebook, e-mails, word of mouth, etc.
Timeframe: set deadlines for each activity under the strategy.

7.4 *Developing a CLME⁺ communication strategy*

An overarching communication strategy should be developed by the project partners through the PCU to increase awareness and strengthen internal and external networking arrangements and partnerships for the implementation of the CLME⁺ Project. The strategy should highlight the objectives, messages, target audiences, products and pathways⁴ and possible timelines for implementing the strategy. This communication strategy is important to engage all stakeholders. As examples, the strategy will highlight ways that the CLME⁺ Focal Points at the national level can communicate with other focal points in their countries and ways that the PCU can communicate with the partners at the regional level. Communication strategies developed by other bodies (e.g., multilateral environmental agreement, project management committees, individual organisations, etc.) can also be leveraged to engage stakeholders in the CLME⁺ Project. The strategy should also assign responsibility for components to project partners to implement. A monitoring and evaluation plan for the communication strategy should also be developed. It is suggested that mid-term and final evaluations are conducted for this strategy by the PEG or the PSC at the regional level and the NICs at the national level.

⁴ The communication strategy should include the creation of mailing lists and online discussion groups as possible pathways.

7.5 *The proposed involvement plan*

Overall objective

The overall objective of the stakeholder involvement plan is to engage key stakeholders (public and private sector, civil society, academia, media, etc.) in the governance and management of the CLME+ in general, and more specifically in the execution of the CLME+ project activities.

Outputs of the plan

- a) Stakeholder inventory for the twenty-six independent States and eighteen dependent/associated territories participating in the CLME+ Project that is updated regularly.
- b) Database of stakeholders in the CLME+ region that is updated quarterly by the PCU, countries and other partners.
- c) Communication strategy that has as its overall objective to increase the awareness of the project so that stakeholders will be engaged in the management and governance of the project and in its activities.
- d) Stakeholder involvement monitoring and evaluation plan.

Steps to implement the mechanisms

1. Validate and update the stakeholder inventory and analysis.
2. Identify the key stakeholders.
3. Create a database of stakeholders that is shared either on the project's website or through online services such as Google and Microsoft. This database should be updated quarterly by lead organisations at the national and regional levels and the PCU.
4. Develop a communication strategy that clearly identifies the objectives, messages, target audiences, products and pathways to ensure that all stakeholders at the national and regional levels are engaged in the project processes and activities. The communication strategy should also ensure that there are mechanisms in place to give and receive information from stakeholders. The monitoring and evaluation plan for the communication strategy should also be created at this time.
5. Establish the CLME+ Project governance mechanisms including the PEG and NICs. Each governance mechanism should have clearly defined Terms of Reference for its operation.
6. Develop communication products such as the non-technical summary of the project and a project fact sheet; and, pathways such as the project's website, Facebook and Twitter accounts.
7. Facilitate meetings with the key stakeholders at the regional and national levels either through dedicated meetings where funding allows or opportunistically through meetings where the PCU and target stakeholders are invited (e.g. the annual CRFM Ministerial Council, GCFI's annual conferences, etc.).
8. Conduct annual stakeholder inventories and analyses at the regional and national levels.
9. Monitor and evaluate the stakeholder involvement plan.

Table 5 shows the suggested time frame for implementing the plan.

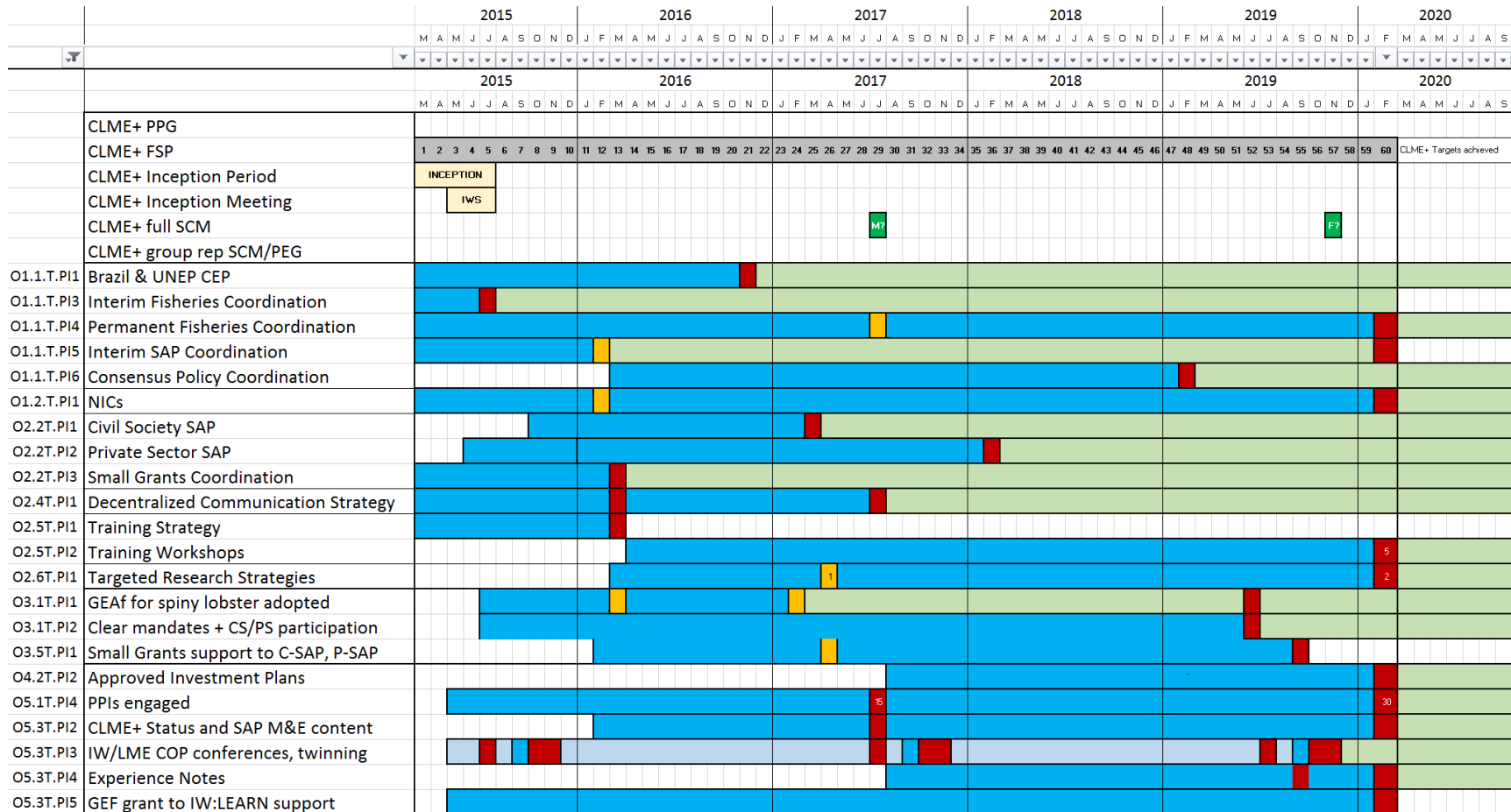


Figure 1: Gantt chart of process timelines relevant to enhanced stakeholder engagement & buy-in (gov'ts, civil society, private sector & academia)⁵

⁵ Blue = project activities implementation period; red = target; green = sustainable output/outcome achieved. Table taken from CLME+: Catalysing Implementation of the Strategic Action Programme for the Sustainable Management of shared Living Marine Resources in the Caribbean and North Brazil Shelf Large Marine Ecosystems (Project document)

Table 6: Workplan of activities to implement the plan

Activity	2015		2016		2017		2018		2019		2020	
	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec
Validate and update the stakeholder inventory and analysis.												
Identify the key stakeholders.												
Create a database of stakeholders that is shared either on the project's website or through online services such as Google and Microsoft												
Update the database of stakeholders quarterly.												
Develop a communication strategy that clearly identifies the objectives, messages, target audiences, products and pathways												
Establish the CLME+ Project governance mechanisms including the PEG and NICs. (See Figure 1 for further information)												
Develop communication products such as the non-technical summary of the project and a project fact sheet; and, pathways such as the project's website, Facebook and Twitter accounts.												
Facilitate meetings with the key stakeholders at the regional and national levels												

Conduct annual stakeholder inventories and analyses at the regional and national levels.												
Monitor and evaluate the stakeholder involvement plan.												

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