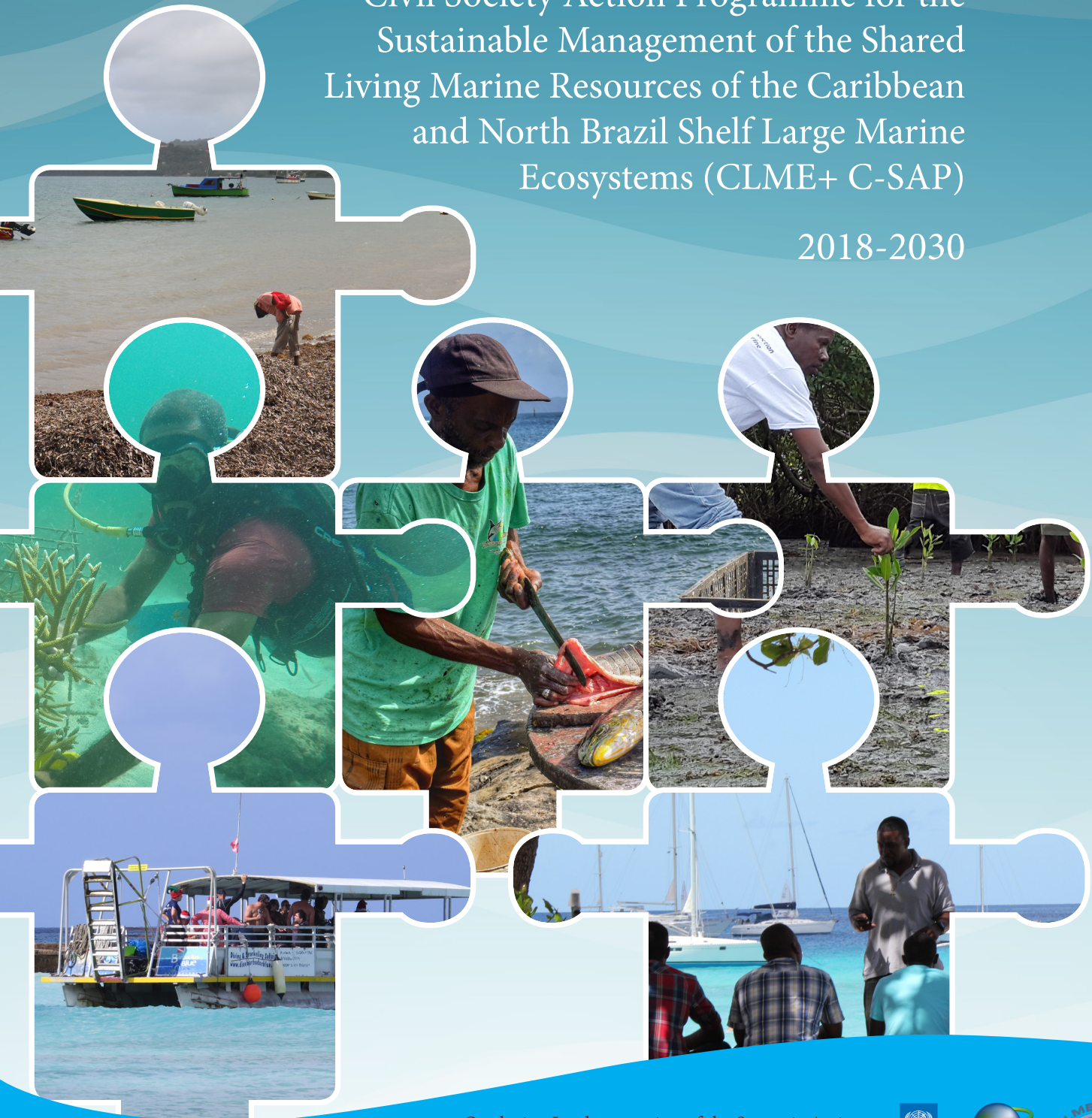


People managing oceans



Civil Society Action Programme for the Sustainable Management of the Shared Living Marine Resources of the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+ C-SAP)

2018-2030



Catalyzing Implementation of the Strategic Action Programme for the Caribbean and North Brazil Shelf Large Marine Ecosystems (2015-2018)





People Managing Oceans

Civil Society Action Programme for the Sustainable Management of the Shared Living Marine Resources of the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+ C-SAP) • 2018 - 2030

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(CLME+ Project, 2015-2020)

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The CLME+ C-SAP was prepared by the Caribbean Natural Resources Institute (CANARI) as an output of the “Engaging Civil Society in CLME+ SAP Implementation” project, which is being executed by CANARI as a component of the CLME+ Project.

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Acronyms and Abbreviations

CANARI	Caribbean Natural Resources Institute
CARICOM	Caribbean Community
CLME+ C-SAP or C-SAP	Civil Society Action Programme for Sustainable Management of the Shared Living Marine Resources of the Caribbean and North Brazil Shelf Large Marine Ecosystem
CLME+ Project	Catalysing Implementation of the Strategic Action Programme (SAP) for the Sustainable Management of shared Living Marine Resources in the Caribbean and North Brazil Shelf Large Marine Ecosystems
CLME+ region	Caribbean and North Brazil Shelf Large Marine Ecosystems
CLME+ SAP or SAP	Strategic Action Programme for the Sustainable Management of the Shared Living Marine Resources of the Caribbean and North Brazil Shelf Large Marine Ecosystems
CNFO	Caribbean Network of Fisherfolk Organisations
CONFEPESCA	Confederación de Pescadores Artesanales de Centroamérica
COP	Community of Practice
CSO	Civil Society Organisation
EAF	Ecosystem Approach to Fisheries
EBM	Ecosystem Based Management
FAD	Fish Aggregating Device
FFO	Fisherfolk Organisation
GEF	Global Environment Facility
GIS	Geographic Information System
ICT	Information and Communication Technology
IUU	Illegal, Unreported and Unregulated
IW	International Waters
OECD	Organisation for Economic Co-operation and Development
OSPESCA	Central American Fisheries and Aquaculture Organization
PMEL	Participatory Monitoring, Evaluation and Learning
SDGs	Sustainable Development Goals
SGCM	Small Grant Coordinating Mechanism
SME	Small and Micro Enterprise
UNDP	United Nations Development Programme
UNFCC	United Nations Framework Convention on Climate Change
UNOPS	United Nations Office for Project Services



Executive summary

The **CLME+ Civil Society Action Programme (C-SAP)** provides a framework to guide civil society's participation in implementing the politically endorsed 10-year Strategic Action Programme for the Sustainable Management of the Shared Living Marine Resources of the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+ SAP). It outlines priorities identified by civil society on how it can best contribute to the implementation of priorities under the CLME+ SAP. It further identifies capacity building requirements needed by civil society so that it can effectively play a role in partnership with governments and other stakeholders.

The target civil society actors in the C-SAP are:

- Formal and informal civil society organisations (CSOs) at the regional, national and local/community levels (including environmental, fisherfolk, women and youth groups); and
- Community-based small and micro enterprises (SMEs) which have a role to play and/or are likely beneficiaries in the achievement of the long-term vision for the marine environment in the CLME+ region

Community-based SMEs are included in the C-SAP, rather than in the Private Sector Action Programme (P-SAP), given that community-based SMEs based on the use of coastal and marine resources often show characteristics of green or social enterprises and have more in common with traditional CSOs than they do with medium and large private sector companies. Many community organisations operate as hybrids with both non-profit and entrepreneurial elements.

C-SAP enables CSOs and community-based SMEs in the CLME+ region to commit to the implementation of a set of coordinated strategies and actions that will support the implementation of the CLME+ SAP. The CLME+ SAP and the associated C-SAP focus on three key ecosystem types: reef and associated ecosystems, pelagic ecosystems and the continental shelf ecosystems. Cross-cutting and inter-linked priority transboundary issues and over-arching issues as well as their root causes are addressed through Strategies in the CLME+ SAP.

The C-SAP has 8 Strategies and 90 associated Actions. Strategies 1-3 are specifically focused on engaging and enabling civil society to contribute to the implementation of EAF/EBM approaches in the management of the three key ecosystem types identified in the CLME+ SAP. Strategies 4 – 7 are overarching Strategies that focus on strengthening civil society's role in participatory governance and management of all three ecosystem types. Strategy 8 addresses the implementation of the C-SAP. The SAP includes a combination of broad-based and specific Strategies and Actions to address the diversity of issues and challenges impacting the marine environment in the CLME+ region. It also outlines a capacity building strategy and requirements for strengthening the role, participation and ownership of civil society in implementing the CLME+ SAP.

The C-SAP therefore is a guide for both civil society seeking to prioritise and focus its work as well as donors, governments and others who provide financial and technical support to civil society. Together, these contribute to supporting civil society to play an effective role in implementing the CLME+ SAP to improve the governance and management of shared living marine resources in the Caribbean and North Brazil Shelf Large Marine Ecosystems region.



Background

In 2013, countries bordering and/or located within the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+ region) adopted a 10-year *Strategic Action Programme for the Sustainable Management of the Shared Living Marine Resources of the Caribbean and North Brazil Shelf Large Marine Ecosystems* (CLME+ SAP)³.

The 10-year CLME+ SAP aims to contribute to the achievement of the regionally adopted long-term vision of “a healthy marine environment in the CLME+ that provides benefits and livelihoods for the well-being of the people of the region.”

The CLME+ SAP, which has been politically endorsed by more than 20 countries, provides a roadmap towards sustainable living marine resources management, to be achieved by strengthening and consolidating cooperative governance arrangements at the regional and sub-regional levels. As an ambitious umbrella the implementation of SAP cannot be achieved through a single project, nor by a single organisation. Rather, better articulation and collaboration will be required among the different organisations and sectors with a formal mandate for, or with a broadly acknowledged long-term role for marine resources management in the CLME+.

At the time of developing the CLME+ SAP efforts were made to ensure that there was widespread consultation with all relevant societal stakeholders. Despite these efforts, the CLME+ SAP mainly contains priority actions that would be undertaken from a governmental/public sector perspective. However, successful governance of the region’s shared living marine resources demands the involvement of not just public-sector actors, but also those societal groups that have a direct stake in the management and use of shared living marine resources. Recognising this, capacity building efforts should not be limited to governmental organisations only but should seek to engage and empower civil society and private sector⁴ stakeholders to: ensure buy-in and support for the decisions that are being made; increase and scale up the opportunities and poten-

tial for implementation; and foster corporate responsibility and socially just outcomes. Full consideration of the gender dimension of institutional and stakeholder capacity and stakeholder participation will be required.

The UNDP/GEF *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 (CLME+ Project)⁵ seeks to promote broader participation of, and contributions from civil society groups in the implementation of the CLME+ SAP. Specifically, Component 2 aims at enhancing the capacity of key institutions and stakeholders at the regional, national and local levels to effectively implement knowledge-based ecosystem-based management (EBM)/ecosystem approach to fisheries (EAF) for sustainable use of shared living marine resources in the CLME+ region.

The development of a **Civil Society Action Programme for Sustainable Management of the Shared Living Marine Resources of the Caribbean and North Brazil Shelf Large Marine Ecosystem (CLME+ C-SAP)** that is aligned with the politically endorsed CLME+ SAP is critical for raising the profile of and guiding civil society capacity building for strengthening the role, participation and ownership of civil society in implementing the CLME+ SAP. The Caribbean Natural Resources Institute (CANARI) is one of the 25 key regional organisations involved in ocean governance in the CLME+ region and was selected to lead the process for the development of the C-SAP.

³ See CLME+ SAP summary here <http://www.clmeproject.org/clme-sap-booklet-en/>.

⁴ Development of a Private Sector Strategic Action Programme (P-SAP) is a separate and complementary initiative to the C-SAP.

⁵ See CLME+ Project summary here http://www.clmeproject.org/download/sap_projct_leaflet/.

2

The CLME+ region

Figure 2.1: Map of the CLME+ region (Source: www.clmeproject.org)



The marine environment of the CLME+ region (see Figure 2.1) provides a multitude of goods and services that are critical for achieving enhanced livelihoods, human well-being and sustained socio-economic development, both within this region and globally. Fisheries, tourism, shipping and exploration of oil and gas are all important economic activities in the CLME+ region. At the same time, the region's marine ecosystems are characterised by exceptionally high levels of biodiversity, and support globally important ecological processes.

Within this vast marine area, three ecosystem types are known to support the most important fisheries and biodiversity: reef and associated ecosystems, pelagic ecosystems, and continental shelf ecosystems.

However, the capacity of these ecosystems to provide goods and services to our societies and to sustain such high levels of biodiversity is increasingly being impacted by human activities. Three inter-related key problems that occur throughout the region are: (a) unsustainable fisheries, (b) habitat degradation, and (c) pollution. Impacts from these problems are made worse by increased climate variability and change.⁶

⁶ Reports of the Transboundary Diagnostic Analyses (TDAs) done under the CLME Project (2009-2014) identify and link transboundary problems to their direct, intermediate and root causes and, as such, facilitate the identification of solutions to environmental-societal priority issues <https://www.clmeproject.org/phaseone/clmetdas2.html>



Objective and scope of the C-SAP

The objective of the CLME+ C-SAP is to contribute to strengthening the role, participation and ownership of civil society actors in the implementation of the CLME+ SAP and CLME+ Project to achieve the long-term vision for the marine environment in the CLME+ region.

The focus of the C-SAP is to give due attention to the three priority issues (unsustainable fisheries, pollution and habitat degradation) and two overarching issues (climate and societal change) identified under the CLME Transboundary Diagnostic Analysis.

The target civil society actors are defined as:

- Formal and informal civil society organisations (CSOs)⁷ at the regional, national and local/community levels (including environmental, fisherfolk, women and youth groups); and
- Small and micro enterprises (SMEs) which have a role to play and/or are likely beneficiaries in the achievement of the long-term vision for the marine environment in the CLME+ region

⁷ CANARI defines CSOs as non-profit, non-governmental organisations operating at international, regional, national or local levels. They include non-governmental organisations (NGOs) and community-based organisations (CBOs). They may be formal organisations or informal groups. Media and academia are considered separately.

4

Process for development of the C-SAP

Participants from the regional workshop to develop the CLME+ C-SAP Photo credit: CANARI



The process for development of the C-SAP included:

1. Development of a Participation and Communication Strategy to guide the effective engagement of key stakeholders in the development of the CLME+ C-SAP to ensure the quality, credibility and usefulness of the Programme as well as to build stakeholder commitment to using it
2. Preparation of a database of CSOs and SMEs which have a role to play and/or are likely beneficiaries in the achievement of the long-term vision for the marine environment in the CLME+ region
3. Preparation of a database of existing programmes, projects and initiatives targeting CSOs and SMEs relevant to achieving the overall objectives of the CLME+ SAP with replication and scaling-up potential
4. Facilitation of a regional workshop in January 2018 with 18 CSOs and SMEs from 14 countries to identify stakeholder priorities for the C-SAP both in terms of capacity development/empowerment requirements and needs for high-priority on-the-ground actions
5. Circulation of a draft C-SAP in May 2018 via direct emails to the 18 CSOs and SMEs for review and validation that the draft document reflects their recommendations
6. Revision of the draft C-SAP based on comments received
7. Translation of the document and dissemination via targeted emails, circulation on regional listservs and via social media, virtual webinars, and face-to-face meetings to request further input and validation

8. Outreach via targeted emails, to circulation on regional listservs and via social media, virtual webinars, and face-to-face meetings to promote formal endorsement of the CLME+ C-SAP by (as a minimum) the civil society stakeholder groups that participated in its development
9. Outreach via targeted emails and face-to-face meetings to raise awareness and promote the use of the C-SAP by end users (e.g. governments and key regional agencies) to guide engagement of civil society in the development and implementation of activities under the CLME+ SAP, including stress reduction/ecosystem restoration activities

See the list of stakeholders engaged in development and review of the C-SAP in Appendix 1.

Linked to the process for the development of the CLME+ C-SAP is the development of a Small Grant Coordinating Mechanism to improve the coordination of and synergies between the many different small grants initiatives and projects in the CLME+ region with a focus on the specific needs and opportunities under the CLME+ SAP and associated sectoral action programmes (C-SAP, P-SAP). The small grants initiatives themselves will contribute to increased stakeholder capacity and participation under the CLME+ SAP.

Photo credit: CANARI





Users of the C-SAP

Photo credit: CoopeSoliDar R.L



The primary target audience for the CLME+ C-SAP is regional, national and local CSOs and SMEs that use the document:

1. to inform their own strategic programming and guide their advocacy and actions for the implementation of priorities under the CLME+ SAP;
2. to support the engagement of donors and other partners required to support their work.

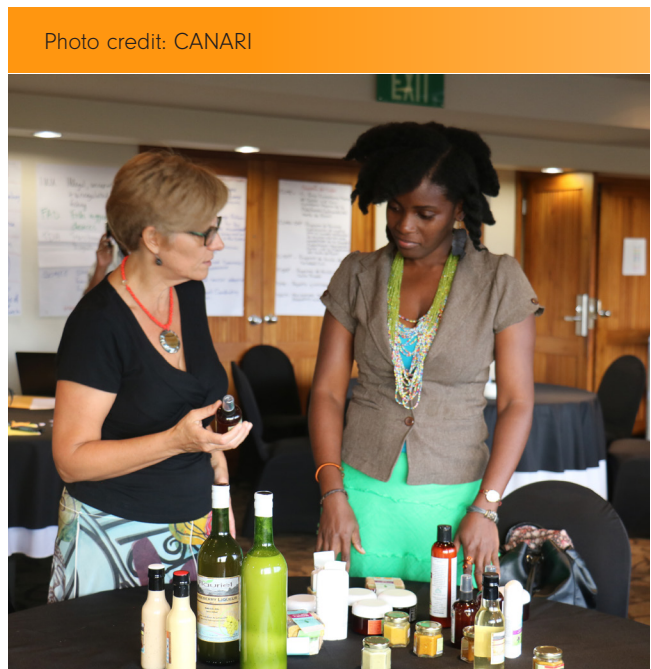
Additional target audiences will be key stakeholders who support CSOs and SMEs in the implementation of the CLME+ SAP, including:

1. governmental/public sector agencies developing and implementing policies, plans, programmes and projects to address the priorities of the CLME+ SAP
2. international and regional inter-governmental agencies developing and implementing policies, plans,

programmes and projects relevant to the priorities of the CLME+ SAP

3. international CSOs executing programmes and projects relevant to the priorities of the CLME+ SAP
4. donors and their intermediaries managing grant programmes targeted at CSOs and SMEs, relevant to the priorities of the CLME+ SAP
5. large private sector companies and their associations which operate corporate social responsibility programmes relevant to the priorities of the CLME+ SAP
6. academia and research institutes conducting research relevant to the priorities of the CLME+ SAP.

Photo credit: CANARI





Background analysis of the civil society sector and roles played in marine resources management in the CLME+ region

Fisherfolk and other natural resource users in coastal communities who directly and indirectly use and benefit from the various services provided by the region's coastal and marine ecosystems are important stakeholders. Their interests are represented, at least in part, by CSOs and SMEs. Other CSOs play roles in conservation and management as well as education and research on biodiversity. Given their diverse roles, responsibilities and interests in marine resources management, CSOs and SMEs in the CLME+ region are well positioned to collaboratively contribute to the implementation of the CLME+ SAP. A description of the

types of CSOs and SMEs that are primary stakeholders and their associated roles, responsibilities and interests is presented in Table 6.1.

CANARI has also developed a database of existing CSOs (formal and informal) and SMEs which are playing, have a role to play and/or are likely beneficiaries in the achievement of the long-term vision for the marine environment in the CLME+ region. Information products from the database will be made available on the CLME+ Hub (www.clmeplus.org).

Table 6.1: Types of CSOs in the CLME+ region and their roles, responsibilities and interests

Description	Roles, responsibilities and interests
<p>Regional CSOs</p> <p>There are a few indigenous CSOs working at the regional level on areas relevant to the management of coastal and marine resources of the CLME+ region, for instance in key areas of biodiversity/environmental conservation, tourism, fisheries as well as those with a broader development focus.</p> <p>Some regional groups and networks are informal (i.e. not legally registered), for example the Gender and Fisheries Team and Nature Caribé. This category also includes international CSOs operating significant regional programmes in the CLME+ region such as Conservation International, International Union for Conservation of Nature, Pew Charitable Trust, The International Coral Reef Action Network, The Nature Conservancy, Centro del Agua del Trópico Húmedo para América Latina y El Caribe, World Resources Institute and World Wildlife Fund.</p>	<p>Focused on conservation: Interest in biodiversity/ environmental conservation (including ensuring sustainable use). Some also have explicit interest in building capacity of civil society or local communities e.g. CANARI.</p> <p>Focused on tourism: Interest in healthy ecosystems as natural attractions for the tourism product; promoting and supporting efforts for sustainable use of coastal and marine ecosystems; and availability of local products (e.g. fish, craft) e.g. Caribbean Alliance for Sustainable Tourism.</p> <p>Focused on fisheries: Interest in healthy fish populations and ecosystems to provide habitat; traditional rights to conduct fishing e.g. Caribbean Network of Fisherfolk Organisations (CNFO), Confederación de Pescadores Artesanales de Centroamérica (CONFEPESCA), Organización de Empresarios de la Acuicultura y Pesca.</p> <p>Focused on development: Interest in broader development issues such as gender, youth and rural development e.g. Caribbean Association for Feminist Research and Action, Caribbean Youth Environment Network.</p>

Description	Roles, responsibilities and interests
National CSOs	
<p>National CSOs vary widely, depending on their area of focus (e.g. biodiversity conservation, community development). They also include non-profit resource user associations (e.g. sport fishing associations) and national fisherfolk organisations (FFOs). Fisherfolk cooperatives are common in the English-speaking countries as the main form of non-profit national FFOs.</p>	<p>Focused on conservation: Interest in biodiversity/ environmental conservation (including ensuring sustainable use) e.g. Environmental Awareness Group.</p> <p>Focused on tourism: Interest in healthy ecosystems as natural attractions in the tourism product; promoting and supporting efforts for sustainable use of coastal and marine ecosystems; availability of local products (e.g. fish, craft) e.g. Dominica Hotel and Tourism Association.</p> <p>Focused on fisheries: Interest in healthy fish populations and ecosystems to provide habitat; traditional rights to conduct fishing, e.g. Jamaica Fishermen’s Cooperative Union, Belize Federation of Fishers.</p> <p>Focused on development: Interest in broader development issues such as gender, youth and rural development.</p>
Local CSOs	
<p>Local CSOs vary widely. They include local (or primary) FFOs (including cooperatives) and associations of other types of resource users. They also include other types of community organisations (e.g. women’s, youth, church and special interest groups or clubs, village councils). Local sea turtle conservation groups are an example of a local CSO focused on conservation. Local CSOs may or may not be legally registered.</p>	<p>Focused on conservation: Interest in local biodiversity/ environmental conservation (including sustainable use) e.g. Center for the Conservation and Eco-Development of Samaná Bay and its Surroundings, Nature Seekers Inc..</p> <p>Focused on tourism: Interest in healthy ecosystems as natural attractions in the local tourism product; promoting and supporting efforts for sustainable use of local coastal and marine ecosystems; availability of local products (e.g. fish, craft) e.g. Toledo Ecotourism Association, Talamanqueña Ecotourism Conservation Association.</p> <p>Focused on fisheries: Interest in healthy local fish populations and ecosystems to provide habitat; traditional rights to conduct fishing e.g. CoopeMolusChomes RL, Castries Fishermen Cooperative Society Ltd.</p> <p>Focused on development: Interest in broader development issues such as gender, youth and rural development.</p>
Community-based SMEs and SME associations	
<p>SMEs⁸ vary widely in the CLME+ region. They range in size from one-person operations to businesses with several full-time staff. They may be: formally registered under the laws of the country/ies where they are operating, or completely informal; largely subsistence or bringing in significant profit; owned and managed by persons from the local community or from outside, even abroad.</p>	<p>Interest in having secure access to ecosystem goods and/or services upon which their businesses depend.</p> <p>Examples include community tourism enterprises, sport fishing enterprises, recreational dive and watersport enterprises.</p>

Description	Roles, responsibilities and interests
<p>Community-based SMEs and SME associations <i>(continued)</i></p>	
<p>The C-SAP will focus on community-based SMEs (i.e. those owned and managed primarily by persons from a coastal community) as these are often overlooked in private sector strategies and share many characteristics of CSOs, particularly capacity needs. Many community-based SMEs have characteristics of social and green enterprises, with the line between these types of enterprises and traditional non-profit CSOs becoming increasingly blurred.</p> <p>SMEs may also form associations, which are usually registered as a non-profit organisation.</p> <p>The C-SAP focuses on associations which bring together community-based SMEs only or a mix of community-based SMEs with few larger businesses. These exist for example in the tourism sector (for example associations of small hotels, dive operators, tour operators). They largely exist at the local or national level.</p>	

⁸ The criteria for defining the size of small and micro enterprises differ from country to country in the CLME+ region. As a reference, according to the number of employees, the European Commission's definition of micro and small enterprises is small-enterprise: fewer than 50 employees, micro-enterprise: fewer than 10 employees. For the Organisation for Economic Co-operation and Development (OECD), companies with up to 19 employees are "very small," and those with up to 99 are "small". In the United States and Mexico, definitions of "small businesses" vary by sector and are based on the number of employees - a maximum of 500 employees is the most common cut-off point. Brazil defines a "micro enterprise" as one with up to 19 employees and a "small enterprise" as one with between 20 and 99.



Strategies and actions for CSOs and SMEs in CLME+ SAP implementation

7.1 Alignment with the CLME+ SAP and other policies

The strategies and actions in the CLME+ C-SAP are aimed at addressing the three cross-cutting and inter-linked priority transboundary issues (unsustainable fisheries, habitat degradation and pollution) and two over-arching issues (climate change and societal change), and their root causes that have severe negative impacts on the volume and quality of regional and global societal benefits obtained from the CLME+ region and its three key ecosystem types (reef, pelagic and continental shelf). The C-SAP's Strategies are therefore closely aligned with the long-term vision, specific Ecosystem Quality Objectives, Societal Benefits Objectives and six Strategies defined under the CLME+ SAP. See Appendix 2 for more information on the CLME+ SAP. The C-SAP is also aligned with the goals of many international and regional conventions, policies and agreements aimed at improving the sustainable management and conservation of marine resources. See Appendix 3 for an indicative list of conventions, policies and agreements.

Through the C-SAP, CSOs and community-based SMEs in the CLME+ region commit to the implementation of a set of coordinated Strategies and Actions that will support implementation of the CLME+ SAP to improve governance and management of shared Living Marine Resources.

7.2 Vision of the CLME+ C-SAP

The CLME+ C-SAP shares the vision of the CLME+ SAP, which is "a healthy marine environment in the CLME+ region that provides benefits and livelihoods for the well-being of the people of the region".

7.3 CLME+ C-SAP strategies and actions

The CLME+ C-SAP has 8 Strategies and 90 associated Actions. Strategies 1-3 are specifically focused on engaging and enabling civil society to contribute to the implementation of EAF/EBM approaches in the management of the three key ecosystem types identified in the CLME+ SAP. Strategies 4 - 7 are overarching Strategies that focus on strengthening civil society's role in participatory gov-

ernance and management of all three ecosystem types. Strategy 8 addresses implementation of the C-SAP. The C-SAP includes a combination of broad-based and specific strategies and actions to address the diversity of issues and challenges impacting the coastal and marine environment in the CLME+ region.

The eight Strategies for the CLME+ C-SAP are:

1. Implement ecosystem-based management of reef and associated ecosystems (e.g. seagrass beds, mangroves, reef slopes and coastal lagoons)
2. Implement an ecosystem approach for pelagic fisheries
3. Implement EBM/EAF of the Guianas-Brazil continental shelf with special reference to
the shrimp and groundfish fishery
4. Strengthen civil society's role to conduct and participate in research and monitoring for management of the coastal and marine environment
5. Strengthen civil society's participation in governance of the coastal and marine environment
6. Develop and enhance livelihoods based on the sustainable use of coastal and marine resources
7. Enhance communication to raise awareness and advocate for issues impacting the coastal and marine environment
8. Facilitate C-SAP implementation, monitoring, evaluation and learning.

Civil society engaged at consultations in development of the C-SAP (see section 4) proposed the following practical Actions for each Strategy, including specific roles CSOs and SMEs can play in partnership with government and other actors.

STRATEGY 1: Implement ecosystem-based management for reefs and associated ecosystems

Priority Actions

1.1	Promote, take part in and undertake participatory research featuring documentation of local knowledge (including on the state of resources and threats to reefs and associated ecosystems, particularly from climate change and pollution) to inform awareness, advocacy and management actions
1.2	Promote, take part in and undertake participatory mapping exercises to demarcate separate zones for multiple uses (e.g. fishing, yachting, diving)
1.3	Engage in ecosystem-based management and co-management for restoration of degraded reefs and associated ecosystems (including from the effects of pollution and other threats)
1.4	Engage in ecosystem-based management and co-management to reduce practices negatively impacting reefs and associated ecosystems, including from: fisheries; tourism; onshore and offshore pollution and waste generation; and other land-based development as well as marine activities
1.5	Design and implement ecosystem-based management and community-based approaches to building resilience to climate change and natural hazards
1.6	Engage in actions to mitigate the impacts of sargassum blooms
1.7	Identify and share best practices on: management of marine protected areas/marine managed areas, ecosystem-based management and co-management, and dealing with invasive species, including via peer exchanges
1.8	Participate in monitoring and enforcement (e.g. as community monitors/wardens)
1.9	Raise awareness of the importance of reefs and associated ecosystems in provision of goods and ecosystem services, particularly related to supporting fisheries and tourism, and in coastal protection against climate change and natural hazards
1.10	Advocate for integrated coastal zone management to address land-based pollution and the polluter pays principle
1.11	Advocate for regulation of tourism and recreational practices, including carrying capacity limits
1.12	Advocate for the banning of coral and sand mining, and unsustainable mangrove harvesting
1.13	Engage in participatory approaches to identify and test alternatives to unsustainable practices (e.g. in fishing and mangrove harvesting), and best practices for sustainable use (e.g. tourism and recreation)
1.14	Promote and build capacity for ecosystem-based approaches to sustainable fisheries and tourism

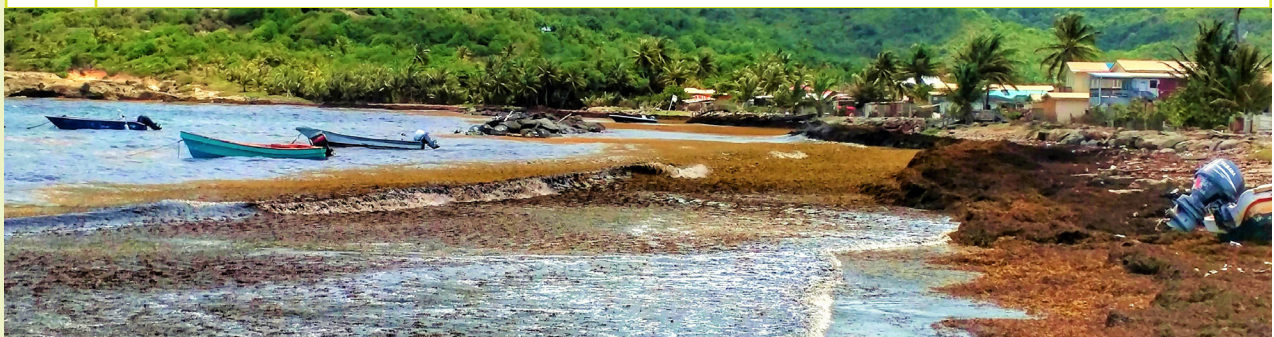


Photo credit: CANARI

STRATEGY 2: Implement an ecosystem approach to pelagic fisheries

Priority Actions

2.1	Promote, build capacity for, and advocate for fisherfolk to lead and engage in responsible development of the shrimp and groundfish fishery to ensure sustainable use.
2.2	Promote, take part in and undertake participatory research featuring documentation of local knowledge (including on the impacts of fish aggregating devices (FADs), oil rigs, seismic surveys, pollution, sport/recreational fishing and climate change on pelagic fisheries) to inform awareness, advocacy and management actions
2.3	Participate in governance arrangements and management actions to address issues impacting pelagic fisheries, including Illegal, Unreported and Unregulated (IUU) fishing and pollution
2.4	Participate in monitoring and enforcement (e.g. as monitors)
2.5	Identify and share best practices on management of pelagic fisheries, including appropriate fishing technology/gear
2.6	Raise awareness of the threats to pelagic fisheries and its importance in food and nutrition security and livelihoods
2.7	Advocate for integrated coastal zone management and participatory fisheries management to address challenges related to inappropriate fishing technology/gear; IUU fishing; onshore and offshore pollution and polluter pays principle and compensation for fisherfolk
2.8	Promote and engage in participatory approaches to identify and test appropriate fishing practices/gear
2.9	Promote and build capacity for utilising sustainable fishing practices



Photo credit: Natalie Boodram



Photo credit: Natalie Boodram

STRATEGY 3: Implement EBM/EAF of the Guianas-Brazil continental shelf with special reference to the shrimp and groundfish fishery

Priority Actions	3.1	Promote, build capacity for, and advocate for fisherfolk to lead and engage in responsible development of the shrimp and groundfish fishery to ensure sustainable use.
	3.2	Promote, take part in and undertake participatory research on the assessment of the shrimp and groundfish fisheries and/or stock assessments (including impacts of climate change), and impacts of different fishing gear types on the resources
	3.3	Promote, take part in and undertake participatory mapping exercises to demarcate separate zones for artisanal/small-scale and industrial fisheries
	3.4	Participate in governance arrangements and management actions to address issues impacting shrimp and groundfish fisheries
	3.5	Participate in monitoring and enforcement (e.g. as community monitors/wardens)
	3.6	Identify and share best practices from countries that have well developed and efficient surveillance and enforcement systems (e.g. French Guiana)
	3.7	Advocate for and use new and tested fishing technologies to reduce by-catch from trawling
	3.8	Advocate for demarcation of separate zones for artisanal/small-scale and industrial fisheries
	3.9	Advocate for, contribute to, develop and participate in regional decision-making mechanisms (which involves civil society) in the Guiana – Brazil area for governance and management of the shrimp and groundfish fisheries
	3.10	Raise awareness of the threats to shrimp and groundfish fisheries, and of their importance in food and nutrition security, livelihoods and foreign exchange earnings
	3.11	Advocate for and establish formal co-management arrangements to play a direct role in surveillance and enforcement
	3.12	Engage in participatory approaches to identify and test appropriate fishing practices/gear
	3.13	Promote and build capacity among trawl operators to utilise appropriate technologies available for by-catch reduction



Photo credit: CoopeSoliDar R.L

STRATEGY 4: Strengthen civil society’s role to conduct and participate in research and monitoring for management of the coastal and marine environment

Priority Actions	4.1	Build capacity of civil society, including grassroots organisations, to assist with monitoring and to engage in monitoring activities as part of a “watchdog” role
	4.2	Advocate for and take part in harmonisation or standardisation of data collection methods to facilitate improved analysis, reporting and information sharing
	4.3	Advocate for and take action to document local and traditional knowledge as part of research and monitoring in the management of the coastal and marine environment
	4.4	Advocate for the inclusion of civil society research in local, national and regional information management systems/arrangements
	4.5	Create and promote open access regional platforms for data and information, and for inclusion of data gathered by civil society
	4.6	Advocate for the repatriation of data and information on the coastal and marine environment and associated ecosystems
	4.7	Advocate for the development of the necessary participatory governance arrangements to facilitate decision-making informed by scientific, traditional and local knowledge
	4.8	Promote and conduct participatory research, particularly with the most vulnerable communities and resource users
	4.9	Advocate for the identification and utilisation of appropriate systems for the traceability of fish and other living coastal and marine resources in the value chain
	4.10	Develop participatory and collaborative methods of knowledge generation
	4.11	Promote collaboration among fisherfolk and partners to use information and communication technology (ICT) based systems to conduct monitoring and reporting on issues such as IUU (e.g. using mobile phone applications)
	4.12	Advocate for and participate in the assessments of the impact of certification schemes on small-scale fisheries development



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STRATEGY 5: Strengthen civil society's participation in governance of the coastal and marine environment

Priority Actions	5.1	Promote and undertake core capacity building of CSOs and SMEs, including organisational strengthening as well as enhancing technical knowledge and skills to foster livelihood opportunities
	5.2	Build capacity of CSOs and SMEs to facilitate and engage in participatory governance and management processes (e.g. skills in facilitation, advocacy, negotiation, partnership-building, networking)
	5.3	Develop partnerships among CSOs and SMEs, within countries and at the regional level, to share knowledge, build capacity and amplify advocacy
	5.4	Develop mechanisms to promote and establish partnerships with key government and private sector actors
	5.5	Identify and use legal mechanisms for civil society to play a “watchdog” role
	5.6	Advocate for and engage in mechanisms that promote participatory planning, implementation and evaluation of programmes and projects
	5.7	Input into development, implementation and evaluation of regional, national and sectoral policies and plans
	5.8	Develop local management and community-based development plans, in collaboration with other stakeholders, for the conservation and utilisation of coastal and marine resources
	5.9	Engage in international, regional and national meetings and networks to build partnerships and capacity, share knowledge and participate in decision-making
	5.10	Engage and collaborate with academia to provide independent analysis and shadow reporting
	5.11	Advocate for and participate in participatory governance arrangements (e.g. national intersectoral coordination mechanisms/fisheries advisory committees, ocean governance committees, protected area management committees)
	5.12	Advocate for reforms to legal, regulatory, fiscal and funding frameworks/arrangements to better support CSOs



Photo credit: CANARI

STRATEGY 6: Develop and enhance sustainable livelihoods based on the use of coastal and marine resources

Priority Actions	6.1	Conduct or collaborate in participatory value chain analyses to determine stakeholders, issues, livelihood impacts and capacity requirements
	6.2	Conduct or participate in research on the socio-economic contribution of fishing, tourism and other livelihood activities based on the use of coastal and marine resources
	6.3	Promote, conduct and/or participate in research and testing to develop and/or enhance products or services to contribute to livelihoods and food security (e.g. alternative production methods, value added products, utilisation of underutilised or unutilised species, fish waste, utilisation of sargassum), especially using innovative approaches and ICT
	6.4	Conduct market research, identify and promote new markets and value-added products, especially to reduce fishing pressure
	6.5	Promote green enterprises and build capacity for adoption of environmentally friendly practices (such as low-energy and low-waste) to enhance sustainability of livelihoods and actions to conserve coastal and marine resources upon which livelihoods depend (e.g. sea turtle conservation, and whale watching by community ecotourism enterprises)
	6.6	Promote social enterprises and build capacity for adoption of policies and practices that enhance delivery of social and economic benefits, especially to vulnerable groups
	6.7	Promote and build capacity of SMEs in core business competencies, including marketing and quality control
	6.8	Advocate for: reforms to legal, regulatory, fiscal and funding frameworks/arrangements, and better collaboration across sectors (e.g. fisheries, tourism, environment, labour, small business, planning) to better support SMEs (including informal enterprises, green and social enterprises)
	6.9	Advocate for and promote equity in the value chain and decent work, especially for vulnerable groups (e.g. women, youth and the elderly)
	6.10	Conduct participatory research on the needed safety changes to fishing equipment/gear
	6.11	Educate stakeholders about safe working conditions and promote self-policing to ensure safety and use of safety equipment
	6.12	Promote and support women's enterprises for the sustainable utilisation of shared living coastal and marine resources
	6.13	Promote and support development of SME clusters and networks based on the sustainable use of coastal and marine resources
	6.14	Using ecosystem-based approaches, document and share knowledge and best practices on sustainable livelihoods among SMEs and support agencies

STRATEGY 7: Enhance communication to raise awareness and advocate

Priority Actions

7.1	Advocate for and undertake the translation of technical information into suitable communication products for a variety of non-technical target audiences/user groups, including indigenous peoples, communities and resource users
7.2	Advocate for and ensure the production of culturally sensitive awareness and education products
7.3	Improve capacity of civil society to undertake advocacy and negotiations with government and other key decision-makers to better influence policy and practice at the local, national and regional levels
7.4	Undertake education about the management and sustainable use of the coastal and marine environment, particularly targeting resource users (including women and youth in the fisheries and tourism sectors), communities around marine protected areas/marine managed areas
7.5	Strengthen communication mechanisms/networks among CSOs and SMEs in the region, particularly using ICT, including through the development of a regional database of organisations and knowledge platform/portal and the use of mobile phone applications
7.6	Advocate for strengthening of legal, regulatory and fiscal frameworks/arrangements for promoting sustainable use of coastal and marine resources, including through incentives as well as deterrents
7.7	Raise awareness of the obligations and opportunities under global, regional, national and local policies and plans and advocate for their full implementation in partnership with civil society (e.g. small-scale fisheries guidelines, Central American Fisheries and Aquaculture Organization (OSPESCA) Regional Fisheries and Aquaculture Policy, Caribbean Community (CARICOM) Common Fisheries Policy, CARICOM Biodiversity Strategy; national fisheries policies and plans; national biodiversity strategy and action plans, and protected area management plans)
7.8	Communicate success stories on the successful implementation of global, regional, national and local policies and plans through the role of civil society, including in co-management initiatives



Photo credit: Natalie Boodram

STRATEGY 8: Facilitate CLME+ C-SAP implementation, monitoring, evaluation and learning

Priority Actions	8.1	Communicate to raise awareness about the C-SAP to key target audiences in civil society and their partners
	8.2	Promote and support the formation of communities of practice to catalyse and support implementation of the C-SAP, including through knowledge sharing, collaboration and a role in PMEL
	8.3	Deliver technical and capacity building to CSOs and SMEs to support C-SAP implementation
	8.4	Promote the implementation of the Small Grants Coordination Mechanism to support CSOs and SMEs to implement the C-SAP
	8.5	Develop and implement a strategy for knowledge management and sharing to support C-SAP implementation
	8.6	Support development and maintenance of databases (including on CSOs and SMEs operating in the CLME+ region and work being done by CSOs and SMEs to contribute to C-SAP implementation) and online access to information to support C-SAP implementation
	8.7	Develop a PMEL framework (including roles, mechanisms, processes and timing), and facilitate monitoring and evaluation of implementation of the C-SAP to inform learning and revision of the C-SAP Strategies and Actions, as needed, and reporting to track the contribution of civil society to the implementation of the CLME+ SAP
	8.8	Build or enhance institutional arrangements that provide an effective voice for civil society in monitoring the implementation of the CLME+ SAP and associated decision-making



Capacity needs of civil society

To play an effective role in implementing the CLME+ SAP, CSOs and SMEs need: (1) technical skills, knowledge and resources; (2) capacities to be strong organisations so that they can function effectively; and (3) capacities that support effective engagement in participatory governance and management.

The following capacity gaps set out in Table 8.1 were identified by the stakeholders at the January 2018 consultation and in other needs assessments conducted by CANARI⁹.

Table 8.1: Needed technical, participatory and organisational capacities of CSOs and SMEs in the CLME+ region to facilitate CLME+ SAP implementation

Needed technical capacities for CSOs and SMEs to support CLME+ SAP implementation
Technical capacity needs for implementing Strategies 1-3:
<ul style="list-style-type: none">• Skills and knowledge in ecosystem-based management/ecosystem approach to fisheries• Skills and knowledge in coral and mangrove restoration (e.g. nursery construction, management and maintenance)• Knowledge about the impacts of climate change and other threats to coastal and marine ecosystems and their fisheries• Skills and knowledge in geographic information systems (GIS), including mapping for identifying vulnerable and degraded sites for protection and/or restoration• Knowledge of fishing technologies and methods used in the various fisheries• Skills for implementing participatory approaches to address impacts of FADs, seismic surveys, pollution, etc.• Skills and knowledge to conduct participatory fishery and/or stock assessments• Skills and knowledge to conduct participatory spatial mapping to determine separate zones for artisanal and industrial fisheries• Knowledge of laws and enforcement procedures related to the management of the coastal and marine environment• Skills and knowledge to utilise appropriate fishing technologies• Skills and knowledge in developing, testing, promoting and marketing value added products• Skills and knowledge of appropriate systems for monitoring and maintaining quality along the value chain• Knowledge of and skills to utilise existing market intelligence systems to access information for the marketing of various types of fish and fish products, and other natural resource-based products from the coastal and marine environment• Skills and knowledge to build resilient SME operations

⁹ This includes work under CANARI's *Civil Society and Governance* and *Rural Livelihoods* programmes as well as recent work under the *Powering Innovations in Civil Society and Enterprises for Sustainability in the Caribbean* (PISCES) project.

Technical capacity needs for implementing Strategies 4-7 (cross-cutting):

- Skills and knowledge in participatory research techniques
- Skills in using information and communication technology (e.g. video, photo, GIS) to document local and traditional knowledge
- Acquisition of ICT and other appropriate technologies, including equipment, to conduct research
- Skills in facilitation, including analysis
- Knowledge of languages and cultures, including indigenous languages and cultures
- Skills in communication for awareness and advocacy
- Knowledge of sustainable livelihood strategies, using ecosystem-based approaches
- Skills and knowledge to conduct market research and business development
- Skills in advocacy and negotiation to obtain better working conditions
- Knowledge of international, regional and national policies and plans
- Knowledge of multilateral trade agreements and trade relations
- Skills and knowledge in leadership, advocacy and negotiation
- Skills in networking and collaboration at the international, national and local levels
- Skills in data collection, storage, management, reporting and dissemination of information

Organisational capacities needed for CSOs and SMEs to support CLME+ SAP implementation

Capacity will be needed in five core areas: planning, implementing, monitoring, evaluation and learning; financial sustainability; governance; management systems and structures; communication; stakeholder engagement and partnerships. Capacity will also be needed in business development and management. Priority areas for capacity building include:

- Strategic and operational planning
- Resource mobilisation/fund raising, including proposal writing
- Financial management
- Building partnerships and engaging stakeholders
- Project planning, implementation, monitoring and evaluation
- Communication for awareness and advocacy
- Knowledge management
- Small business development and management, including marketing

General competencies required for effective participation in coastal and marine governance

- A culture and worldview that places a high value on participatory processes
- Organisational structures that support a clear definition of roles, functions, lines of communication and mechanisms for transparency and accountability with the CSOs/ SMEs and with their networks and partners
- Adaptive strategies that enable flexibility and continuous learning
- Linkages among individuals, groups and organisations that foster multi-disciplinary and multi-sectoral approaches
- Material resources, including finances, equipment and technology, to support implementation of / engagement in participatory processes
- Competencies, including knowledge, skills and attitudes, relevant to facilitation and stakeholder engagement, negotiation, conflict management



Capacity building strategy

9.1 Understanding the context

A capacity-building strategy for CSOs and SMEs at the regional, national and local levels should be based on an in-depth understanding of the organisational and technical capacity needs identified by CSOs and SMEs. The strategy recognises that:

- CSOs can contribute to implementation of the CLME+ SAP, but organisational and technical strengthening would increase their effectiveness.
- CSOs are at different stages of development – basic, medium, high – with there being very few high capacity organisations.
- Each organisation’s strengths and weaknesses vary in different areas, so a tailored/customised approach is needed.
- Most CSOs are not fully aware of where their weaknesses are, so individual needs assessments are required.
- Addressing all areas of capacity is critical to build a strong, effective and sustainable organisation, but there will be specific priorities for each CSO and a planned process is required.
- Most CSOs do not have sufficient resources to dedicate to strengthening their organisational capacity.

Many well-intentioned capacity building programmes falter by taking a simplistic approach that uses standardised training to try to build capacity of CSOs and SMEs with very diverse strengths and needs. Training is frequently delivered in isolation and without follow-up support for implementation of the new competencies to achieve a change in capacity and practice of the CSOs and SMEs. The content and approaches used are not always relevant to the systems and structures of CSOs and SMEs, which operate very differently from the public and private sectors from where the capacity building design and trainers often originate. Programmes focus on technical capacity building and ignore the need to build strong and sustainable organisations that can work effectively to deliver meaningful results.

Achieving the ambitions laid out in the CLME+ C-SAP will require rethinking the traditional approach to capacity building of CSOs and SMEs. A flexible and innovative approach is needed.

9.2 Setting priorities

Capacity building of CSOs and SMEs to support implementation of the C-SAP will need to focus on both organisational and technical capacity building and target organisations at all levels - regional, national and local. Given limited resources and the need to set priorities in the approach to capacity building for such a wide range of target beneficiaries across the CLME+ region, the following strategies are recommended:

1. Priority should be given to **building the capacity of CSO and SME networks** (e.g. CNFO, CONFEPESCA, Nature Caribé), which can in turn build the capacity of their members.
2. Priority should be given to **training of trainers approaches to build the capacity of mentors and leaders** spread across the countries of the CLME+ region. Mentors and leaders can be selected from stronger CSOs and SMEs and key partner agencies to then build capacity of others. Expertise in organisational strengthening of CSOs and SMEs as well as technical capacity building needs to be built in the CLME+ region. This can draw on existing training of trainers/ mentors/ leaders programmes run under the regional network of Caribbean Marine Protected Areas Managers (CAMPAM), by CANARI and others.
3. **Existing capacity building efforts should be leveraged**, and efforts focused on promoting priorities identified in the CLME+ C-SAP to these providers. Support may be useful to assist these providers to expand or refine the focus of their capacity building to ensure that C-SAP priorities are addressed. This should target regional projects as well as key organisations in the region delivering capacity building (including governmental, inter-governmental, civil society, academia).



4. **Coordination and sharing of information across capacity building interventions** should be facilitated to identify gaps and opportunities for synergies (see section 11.3).
5. The approach should be **grounded in evaluation, learning and adaptation**. A participatory monitoring, evaluation and learning (PMEL) framework for the project should be applied regularly (at least biennially) to assess capacity building targets, results and recommendations for adapting the capacity building strategy moving forward (see section 11.2).

9.3 Using a combination of methods

Organisational and technical capacity building of CSOs and SMEs to support CLME+ C-SAP implementation should use an integrated and flexible approach, involving a combination of tools such as training, coaching and mentoring, action learning and peer exchanges on best practices to support capacity building. This approach enables 'learning by doing' so that stakeholders gain knowledge and practical experience and skills. The approach should therefore encompass the following:

1. **Conduct detailed needs assessments to target capacity building**
Any capacity building initiative should be targeted to address specific identified priority needs. Needs assessments should be conducted of individual CSOs and SMEs and updated as needed. Building capacity for self-assessments by CSOs and SMEs would enable them to direct their own capacity building in an informed

way. This should be guided by expert facilitators and complemented by independent evaluations.

2. **Mentor CSOs and SMEs to provide tailored capacity building based on individual needs, supported by a mix of training and coaching**

Mentoring is a developmental relationship where the mentor invests time, know-how, and effort in enhancing the mentee's growth, knowledge, and skills, and responds to critical needs that prepares the mentee for greater productivity or achievement in the future. The mentor provides guidance, shares knowledge and experiences using a low pressure, self-discovery approach. Mentors can support organisational development of CSOs and enterprise development for SMEs. They can provide or broker the provision of tailored training and coaching to address specific identified needs. In-country mentors should be identified, trained and resourced to provide support to CSOs and SMEs. These mentors can be utilised to support implementation of various capacity building interventions using coordination mechanisms developed (see section 11.1).

3. **Document and share tools and best practice examples of CSOs and SMEs in the CLME+ region**

Best practices are being developed by civil society organisations in the CLME+ region in marine and coastal governance and management, protected area management, biodiversity conservation, awareness and advocacy, development of sustainable livelihoods, supporting community SMEs and strengthening

organisational capacity of civil society organisations. However, there is limited documentation and sharing of tools and best practices to catalyse and support replication and extend the application and impacts of such tools and best practices. The strategy recommends discovering/ uncovering tools and best practices used by civil society in the CLME+ region and documenting these to facilitate knowledge sharing among CSOs and SMEs on approaches for marine and coastal governance and management (see section 11.3).

4. Facilitate peer learning and exchanges among CSOs and SMEs

Peer exchanges draw on knowledge and expertise of peers to facilitate mutual support and learning. It allows CSOs and SMEs to observe best practices conducted by similar organisations either virtually or in person.

5. Design and implement local action learning projects

Small grants should support action learning projects by CSOs and SMEs to allow them to build capacity through doing. These can focus on priority themes of interest to

all countries but implemented in participating countries where there is specific experience and expertise. These can address any of the priority actions identified in the C-SAP, for example projects on:

- participatory research, documenting local knowledge, knowledge sharing on the work by CSOs and SMEs, awareness raising
- designing participatory institutional arrangements, selecting suitable management regimes, and developing and implementing management agreements involving state agencies, the private sector and civil society
- developing and strengthening SMEs using coastal and marine resources to deliver sustainable livelihoods with economic, social and environmental co-benefits
- using EBM and EAF approaches to restore and manage coastal and marine ecosystems and respond to climate change
- advocacy to influence policy and practice, engagement in decision-making.

Photo credit: CANARI



Strengthening the enabling environment to support civil society contribution to implementation of the CLME+ SAP Strategies

Photo credit: FoProBiM



An enabling environment (or the conditions within which civil society works) that supports and protects civil society allows the sector to play a positive and significant role in the realisation of the long-term vision for the CLME+ region. The following key actions are recommended to strengthen enabling environments (policies, laws, regulations, structures) to support engagement of CSOs and SMEs in CLME+ SAP implementation.

National policies, laws, regulations, structures:

- Review policy, legal, regulatory, fiscal and funding frameworks within which CSOs and SMEs operate in the various countries and identify the gaps in relation to improving the enabling environment for them to operate and contribute to governance and management of coastal and marine resources.
- Identify international and regional policy instruments (e.g. United Nations Framework Convention on Climate Change (UNFCCC), Cartagena Convention, Small Scale

Fisheries Guidelines, Caribbean Community Common Fisheries Policy, OSPESCA Regional Fisheries and Aquaculture Policy) to which countries in the CLME+ region have committed and utilise the opportunities offered by these policies and commitments to lobby for change in the national enabling environment.

- Advocate for and include in institutional arrangements mechanisms to give voice to stakeholders at the national and local levels (e.g. national intersectoral coordinating mechanisms, fisheries advisory committees, protected area management committees).

Regional decision-making:

- Identify and promote best practices for policy influence through observer arrangements, including in international/regional policy-making arrangements.
- Identify and utilise the opportunities being offered by the various CLME+ sub-projects to promote change in regional policy-making arrangements.



Financial and technical support:

- Advocate for improvement in governmental and other support programmes for developing CSO and SME capacity and effectiveness, including programmes of cooperative departments, fisheries authorities, environmental agencies, small business support agencies.
- Identify funding mechanisms that can contribute to civil society capacity development, including multilateral and bilateral sources as well as private philanthropy and corporate social responsibility programmes.
- Advocate for donors to respect civil society as development actors in their own right and to enhance grant mechanisms, including assuring long-term funding for organisational strengthening of CSOs.
- Build or strengthen international/regional/national partnerships between CSOs and other actors (government, inter-governmental technical agencies, donors, private sector, etc.).



Implementing, monitoring, evaluating and updating the C-SAP

The C-SAP has 8 Strategies and 90 associated Actions that will be implemented in tandem with the 10-year CLME+ SAP (2015-2025) over a 12-year period from 2018-2030. The C-SAP was created by civil society for civil society and thus the implementation of the C-SAP will be led by CSOs and SMEs in the CLME+ region in partnership with government and other actors, such as donors and international non-governmental organisations who can support and provide resources (technical and financial) to enable implementation of the C-SAP. Actions to support implementation are outlined in Strategy 8 of the C-SAP.

11.1 Leadership by and coordination among civil society

The C-SAP provides a framework to guide the work of CSOs and SMEs. Given the tremendous scale and diversity (including language diversity) among civil society across the CLME+ region, Communities of Practice (COPs) be established to encourage networking for knowledge sharing, coordination and collaboration. These can be organised into thematic and/or geographically focused groups and should utilise existing networks as far as possible, such as CNFO (for fisherfolk organisations across the Caribbean islands), CONFEPESCA (for fisherfolk organisations across Central America), and Nature Caribé (a network of CSOs from Caribbean islands interested in biodiversity conservation and sustainable livelihoods). These COPs can be engaged by partner organisations seeking to target their support and also in participatory monitoring, evaluation and learning on implementation of the C-SAP (see section 11.2). Coordination and targeting support from partners coordination mechanisms.

The C-SAP provides a framework to guide how partners (from government, private sector, international agencies and donors) can target their funding and technical assistance to CSOs and SMEs to help deliver the objectives of the CLME+ SAP. There are several programmes, projects and initiatives in the CLME+ region that are currently supporting CSOs and SMEs to engage in implementation of the CLME+ SAP, including through building CSO and SME capacity. As part of the C-SAP development process, a database of these programmes, projects and initiatives has

been prepared and can be used to identify gaps, opportunities for synergies and collaboration, knowledge sharing potential to facilitate replication and scaling-up. A mechanism for accessing this information online and updating the database will need to be identified.

Many initiatives supported and/or implemented by countries and partner organisations within the CLME+ include a small grants programme to support CSOs and their engagement in the management of coastal and marine ecosystems and sustainable livelihoods. However, despite the significant amount of planned and ongoing work, in many cases the scale of these actions, coupled with inadequate coordination among initiatives, have limited the overall scope, outcomes and sustainability of individual and cumulative efforts.

C-SAP implementation will also be supported through the establishment of a Small Grants Coordination Mechanism (SGCM) to support the implementation of priority actions identified in the C-SAP. The SGCM will be defined through development of a Terms of Reference and Work Plan for actions towards its implementation, which include periodic mapping of small grant and capacity building programmes and exchange of best practices. The SGCM is expected to be established by June 30, 2018 with an initial group of partners willing to engage in knowledge sharing and coordination.

11.2 Participatory monitoring, evaluation and learning for the C-SAP

To track progress of the C-SAP, including capacity building of stakeholders, achievement of desired outcomes, and lessons learnt and recommendations for updating and refining the C-SAP, a participatory monitoring, evaluation and learning (PMEL) framework will have to be developed. A PMEL framework (including roles, mechanisms, timing and processes) should be developed within 12 months of finalising the strategies and actions for the C-SAP. Development of the framework will be participatory. Implementation will require allocation of resources.

In designing an appropriate PMEL framework, the following best practices, proposed by CSO and SME stakeholders will be considered:

- Monitoring and evaluation should be participatory and use innovative tools and methods to effectively engage stakeholders.
- Monitoring and evaluation methods used should be simple and easy to use by civil society.
- Monitoring and evaluation targets and indicators should be linked with targets and indicators in global and regional policies and programmes as far as possible (e.g. CLME+ SAP, Sustainable Development Goals [SDGs], Aichi Targets under the Convention on Biological Diversity, etc.).
- The findings of the monitoring and evaluation should be communicated to all stakeholders in forms and languages that are easily accessible to them.
- Learning by CSOs, SMEs and their partners should be at the centre of the process.

11.3 Knowledge management and sharing

Central to the effective coordination of the implementation of the C-SAP by CSOs, SMEs and their partners will be the capturing, management and sharing of knowledge. This will need to include the database of CSOs and SMEs and information about what they are doing towards implementation of the C-SAP. Lessons, best practices and recommendations will need to be distilled and peer exchange, coordination and support facilitated. The database of programmes, projects and initiatives will be central to the operation of the SGCM and should include information on capacity building and small grants provided. A strategy for knowledge management and sharing will need to be developed to support implementation, monitoring and evaluation of the C-SAP.

Appendix 1

List of stakeholders engaged in development and review of the C-SAP

No.	First Name	Last Name	Job Title/ Position	Organisation	State	Country
1	Tahambay	Smith	President	Environmental Awareness Group	St. John's	Antigua
2	Nigel	Martinez	Director	Belize Federation of Fishers	Belize City	Belize
3	Keila	Mourão Valente	Professor	Instituto Federal de Educação, Ciência e Tecnologia do Pará	São Cristovão	Brazil
4	Lindy	Knowles	Senior Science Officer	Bahamas National Trust	Nassau	Bahamas
5	Adrian	Laroda	Vice Chair	Caribbean Network of Fisherfolk Organisations	Nassau	Bahamas
6	Vivienne	Solis Rivera	Associate	CoopeSoliDar R.L.	San Jose	Costa Rica
7	Aracelly	Jimenez Mora	President	CoopeMolusChomes RL	Chomes	Costa Rica
8	Sherry	Constantine	Senior Program Manager, Eastern Caribbean	The Nature Conservancy	St. George's	Grenada
9	Jean	Wiener	Director	FoProBim	Caracol	Haiti
10	Ingrid	Parchment	Executive Director	Caribbean Coastal Area Management Foundation	Clarendon	Jamaica
11	Glaston	White	Board Member	Jamaica fishermen Cooperative Union Ltd.	Kingston	Jamaica
12	Anastasha	Elliott	Creative Director/ Co-founder	Sugar Town Wish List	Basseterre	St. Kitts and Nevis
13	Thaddeus	Augustin	Executive Member	Saint Lucia Fisherfolk Cooperative Society Limited	Castries	Saint Lucia
14	Steven	Jones	Treasurer	Visserscollectief	Paramaribo	Suriname
15	Dennis	Sammy	Secretary	Future Fishers	Matura	Trinidad and Tobago
16	Nikkolai	Dubisson	Research Officer	Turtle Village Trust	Port of Spain	Trinidad and Tobago
17	Kyle	Mitchell	Systems Administrator	Nature Seekers	Matura	Trinidad and Tobago
18	Orisha	Joseph	Programme Director	Sustainable Grenadines Inc	Clifton	Union Island, St. Vincent and the Grenadines
19	Nicole	Leotaud	Executive Director	Caribbean Natural Resources Institute	Laventille	Trinidad and Tobago
20	Terrence	Phillips	Senior Technical Officer	Caribbean Natural Resources Institute	Laventille	Trinidad and Tobago
21	Melanie	Andrews	Technical Officer	Caribbean Natural Resources Institute	Laventille	Trinidad and Tobago
22	Leida	Buglass	Programme Advisor	Caribbean Natural Resources Institute		
23	Mitchell	Lay	Coordinator	Caribbean Network of Fisherfolk Organisations	St. John's	Antigua and Barbuda
24	Rich	Wilson	Executive Director	Seatone Consulting		

Appendix 2

A summary of the CLME+ Strategic Action Programme (CLME+ SAP)

The CLME+ SAP identifies three cross-cutting and inter-linked priority transboundary issues and two over-arching issues and their root causes that have severe negative impacts on the volume and quality of regional and global societal benefits obtained from the CLME+ region and its three key ecosystem types.

The three key ecosystem types are:

- Reefs and associated ecosystems
- Pelagic ecosystem
- Continental shelf ecosystem

The three-priority transboundary and two overarching issues are:

- Unsustainable fisheries

- Habitat degradation and modification of the community structure of ecosystems
- Pollution
- Climate change
- Societal change

The root causes of the priority transboundary issues are:

- Weak governance (including legal and institutional frameworks, inadequate environmental quality standards and legislation)
- Limited human and financial resources
- Inadequate (access to) data and information (inadequate knowledge)
- Inadequate public awareness and participation

Table 1: Ecosystem Quality and Societal Benefits Objectives of the CLME+ SAP

Ecosystem Quality Objectives (EcoQO)	Societal Benefits Objectives (SBO)
Long-term EcoQO:	Long-term SBO:
Healthy Reef, Continental Shelf and Pelagic Ecosystems	The provision of goods and services by the marine ecosystems of the CLME+ is such that it optimises the systems' contributions to societal well-being and to the region's development needs" (including the preservation of aesthetic, cultural, traditional, health and scientific values of the ecosystems)
Specific EcoQOs:	Specific SBO:
<ul style="list-style-type: none"> • Conservation, protection, and/or restoration of the fish stocks and biodiversity of the pelagic ecosystem • Restoration and maintenance of the fish stocks at a sustainable level and adoption of responsible fishing operations and fisheries management practices • Safeguarding the habitats and community structure of the ecosystems from harmful impacts (including those caused by fisheries and pollution) that would diminish the contributions of these systems for enhancing livelihoods and human wellbeing 	Contributions to human well-being, socio-economic development, food security and enhanced livelihoods from goods and services provided by the ecosystems are optimised

- Inadequate consideration of value of ecosystem goods and services
- Population and cultural pressures
- Trade and external dependency (high dependence on fish for income and export earnings)

Like the CLME+ SAP, the strategies and actions in the C-SAP are aimed at addressing the three priority transboundary issues and their root causes. The C-SAP's Strategies are therefore closely aligned with the long-term and specific Ecosystem Quality Objectives (EcoQO), Societal Benefits Objectives (SBO) and six Strategies defined under the CLME+ SAP (see Table 1 and Figure 1).

The CLME+ SAP Strategies are:

S1. Enhance the regional governance arrangements for the protection of the marine environment

S2. Enhance the regional governance arrangements for sustainable fisheries

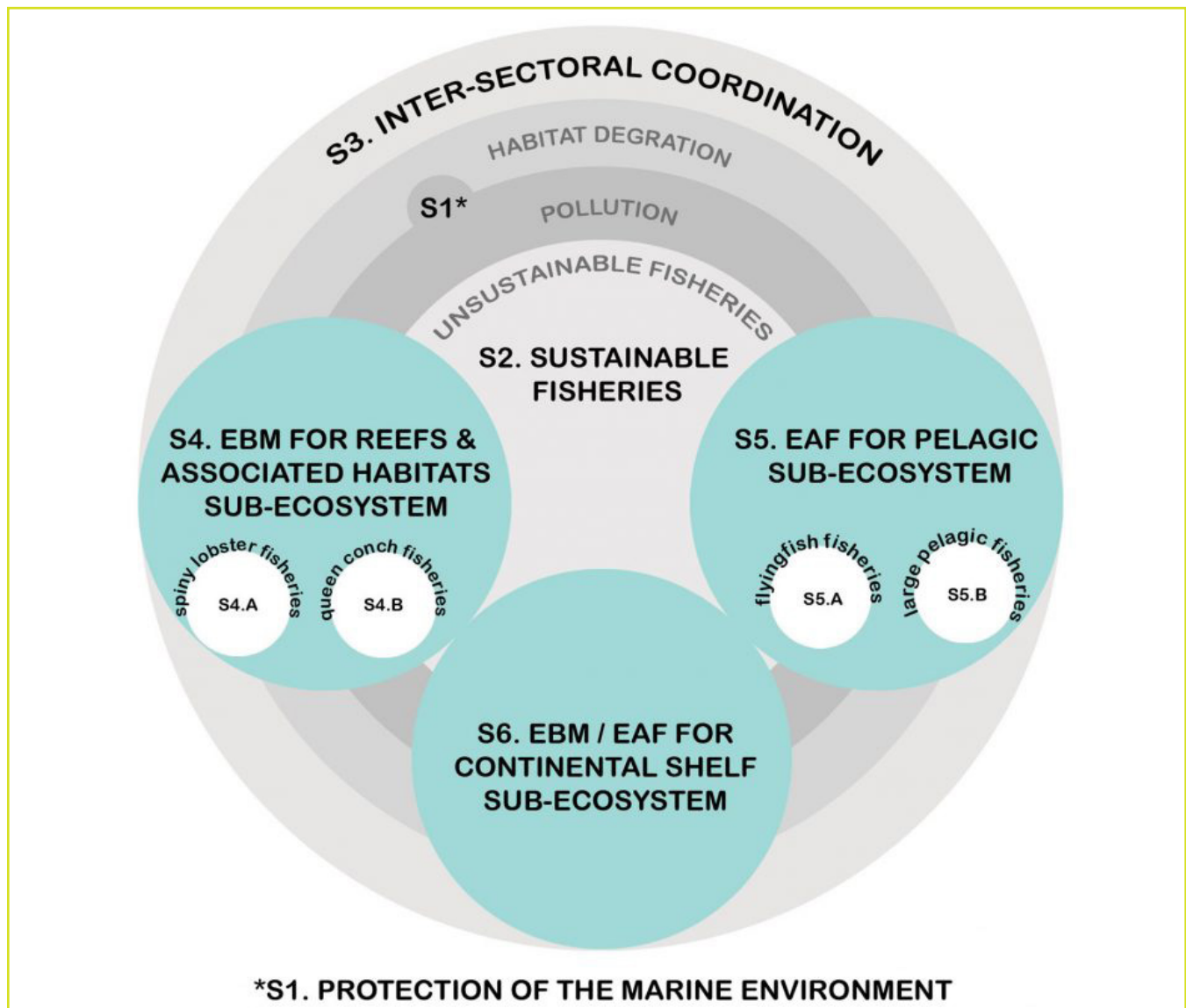
S3. Establish and operationalise a regional policy coordination mechanism for governance of the marine environment, with initial focus on shared living marine resources

S4. Enhance the governance arrangements for ecosystem-based management of reefs and associated ecosystems (e.g. seagrass beds, mangroves, reef slopes and coastal lagoons)

S5. Enhance the governance arrangements for implementing an ecosystem approach for pelagic fisheries

S6. Implement EBM/EAF of the Guianas-Brazil continental shelf with special reference to the shrimp and groundfish fishery

Figure 1: The 6 Strategies and 4 Sub-Strategies of the CLME+ SAP





Appendix 3

An indicative list of international and regional conventions, policies and agreements relevant to the CLME+ Strategic Action Programme (CLME+ SAP)

International and Regional conventions, policies and agreements relevant to the CLME+ SAP

- The “**United Nations Convention on the Law of the Sea**” (UNCLOS), is the international agreement that resulted from the third UN Conference on the Law of the Sea (UNCLOS III; 1973-1982). It defines the rights and responsibilities of nations in their use of the world’s oceans, establishing guidelines for businesses, the environment, and the management of marine natural resources. In the context of the CLME+ SAP, it provides an important reference framework especially for the participating countries that have ratified the Convention.
- The **1992 Convention on Biological Diversity (CBD)** is a binding agreement that seeks to ensure the conservation of biological diversity, the sustainable use of its components and the fair and equitable sharing of benefits arising out of the utilisation of genetic resources. The 1995 Jakarta Mandate further develops the ecosystem approach adopted by the CBD. It encourages the use of integrated management of coastal areas as the most suitable framework for addressing human impacts on marine and coastal biological diversity and for promoting conservation and sustainable use of it.
- The **1995 Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks (1995 UN Fish Stocks Agreement)** entered into force in 2001. It is a legally binding agreement that complements the UNCLOS. The UNFSA aims to ensure that measures taken for the conservation and management of those stocks in areas under national jurisdiction and in the adjacent high seas are compatible and coherent and that there are effective mechanisms for compliance and enforcement of those measures on the high seas. The UNFSA recognises the special requirements of developing States in relation to conservation and management, as well as the development and participation in fisheries of straddling and highly migratory fish stocks. It sets out principles for the conservation and management of those fish stocks and establishes that such management must be based on the precautionary approach and the most up-to-date, available scientific information.
- The **Code of Conduct for Responsible Fisheries (CCRF)** was adopted by FAO in October 1995, as a voluntary instrument to promote principles and international standards of behaviour for sustainable and responsible fishing and aquaculture on a global scale. Its underpinning philosophy is that the ‘right to fish’ carries the obligation to do so responsibly. The CCRF provides a reference point for the development of comprehensive and integrated policies for improved fisheries management and security. It calls for the involvement of all stakeholders and emphasises the need for a participatory approach in the decision-making process and calls for an ecosystem-based approach to fisheries management.
- “The **2014 Voluntary Guidelines for Securing Sustainable Small-scale Fisheries in the Context of Food Security and Poverty Eradication** is complementary to the CCRF. These guidelines were developed in a participatory manner, including representatives from small-scale fishing communities, governments, civil society and regional organisations. It seeks to enhance the contribution of small-scale fisheries to global food security and nutrition and to support the progressive realisation of the right to adequate food. The guidelines support responsible fisheries and sustainable social and economic development for the benefit of current and future generations, with an emphasis on small-scale fishers and fish workers and related activities. It also includes vulnerable and marginalised groups, promoting a human rights approach.
- The **2001 International Plan of Action to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated Fishing (IPOA-IUU)** is a voluntary instrument developed within the framework of the CCRF in response to a call from the 23rd Session of the Committee of Fisheries (COFI). It seeks to prevent, deter and eliminate IUU fishing by

providing all States with comprehensive, effective and transparent measures by which to act, including appropriate regional fisheries management organisations.

- The **2009 FAO Agreement on Port State Measures to Prevent, Deter and Eliminate IUU Fishing (PSMA)**, which entered into force on 5 June 2016, also focuses on IUU through implementing robust port state measures. It is expected to provide for a harmonised approach in measures and enhanced regional and international cooperation and block the flow of IUU-caught fish into national and international markets.
- The **Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)** is an international agreement to which States and regional economic integration organisations adhere voluntarily. Its aim is to ensure that international trade in specimens of wild animals and plants does not threaten their survival. CITES has a long history of regulating international trade in many marine species to help ensure their survival in the wild, including clams, corals, dolphins, marine turtles, sea horses, the queen conch and whales.
- The **1983 Convention for the Protection and Development of the Marine Environment in the Wider Caribbean (Cartagena Convention)** is a legally binding multilateral environmental agreement that requires signatories to develop and implement national strategies for sustainable use and protection of biodiversity. The Convention is supplemented by three protocols: Specially Protected Areas and Wildlife (SPAW) Protocol, Land Based Sources of Pollution (LBS) Protocol and the Oil Spills Protocol.
- The **Ramsar Convention** is an intergovernmental treaty that provides the framework for national action and international cooperation for the conservation and wise use of wetlands and their resources. Wetlands under the RAMSAR convention include coastal ecosystems such as mangroves, shallow coral reefs and coastal lagoons.
- The **Caribbean Community Common Fisheries Policy (CCCFP)** was endorsed by the Council for Trade and Economic Development (COTED) as the definitive fisheries policy for the Caribbean Community
- **Castries (St. Lucia) Declaration on IUU fishing** was approved by the Ministerial Council of Caribbean Regional Fisheries Mechanism in 2010. It is a voluntary declaration. It demonstrates the region's determination and commitment to protect the economic interests of CARICOM Member States and to prevent, deter and eliminate IUU fishing by enhancing effectiveness of monitoring, control and surveillance at the national and regional level by creating and sustaining the necessary harmonised and contemporary legislative and regulatory regime.
- The **CARICOM Liliendaal Declaration on Climate Change and Development** sets out key climate change related interests and aims of CARICOM member states. Along with the Comprehensive Disaster Management (CDM) Strategy and Programming Framework 2014-2024 of CDEMA, it has been the platform for the FAO/CRFM/WECAFC/CDEMA/CCCC Strategy and Action Plan for disaster risk management and climate change adaptation in fisheries and aquaculture in the CARICOM region.
- The **Eastern Caribbean Regional Ocean Policy (OECS-ECROP)** was adopted by the Heads of Government of the Organisations of Eastern Caribbean States (OECS) in 2013 making it the first transboundary ocean policy agreement in the region. The ECROP provides the framework for enhanced coordination and management of ocean resources among and within the OECS Member States.
- **OSPESCA Regional Fisheries and Aquaculture Policy** the first Regional Policy for the Integration of Fisheries and Aquaculture Activities in the SICA countries was formulated and applicable between 2005 and 2014. Currently, the achievements of this policy during this 10-year period, and the lines of actions that need to be continued, and those that need to be updated are being submitted to regional and national-level evaluation processes. It is expected that the ultimate goal of the policy, once approved, will be to ensure the sustainable use of shared marine resources from the economic, environmental and social perspective.
- **Regional Environmental Framework Strategy for Central America (ERAM-CCAD)** or "Estrategia Regional Ambiental Marco" ("ERAM") for Central America, which will be applicable between 2015-2020, will give continuity and build upon the work done under the "Central American Regional Environmental Plan" ("Plan Ambiental Regional Centroamericano" or "PARCA"). The PARCA covered the period 2010-2014 and gave special attention to the issue of environmental governance. The objective of the new ERAM is to "promote regional integration in environmental matters, in support of the sustainable economic and social development of its people, through better articulated efforts and by maximising the benefits of available resources". Under the Strategy's focal area "forest, seas and biodiversity", special attention is given to: natural richness of the terrestrial and marine & coastal ecosystems, conservation and restoration of habitats and ecosystems, sustainable fisheries and enhanced monitoring, control and surveillance, improved planning of the use of the coastal and marine space, and compliance with international agreements.

To learn more about the CLME+ C-SAP and Small Grants Coordinating Mechanism visit:
<http://www.canari.org/clme-csap>

Or

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The CLME+ Project is executed by the United Nations Office for Project Services (UNOPS) in close collaboration with a number of global, regional and national-level partners. All are jointly referred to as the “CLME+ Project co-executing partners”.

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CLME+ Project Co-executing Partners

