



CLME Project Coordinating Office

*SUSTAINABLE MANAGEMENT OF THE
SHARED MARINE RESOURCES
OF THE CARIBBEAN LARGE MARINE ECOSYSTEM (CLME)
AND ADJACENT REGIONS*



FINAL REPORT OF PROJECT MANAGER

JUNE 2007

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A – Report of PDF-B Activities Undertaken by the Project Coordinating Unit

The PDF Block B activities of the ‘Sustainable Management of the Shared Marine Resources of the Caribbean Large Marine Ecosystem (CLME) and Adjacent Regions’ project, (hereafter referred to as the ‘CLME project’), are designed to be fully consultative and participatory, leading to submission of the GEF Project Proposal to the GEF Council with the endorsement of the participating countries.

The Steering Committee of the CLME PDF-B Project approved the workplan for the project in August 2006. The activities covered the period July 2006 to September 2007. (See Table 1 for summary of activities and timelines for the entire PDF-B project.)

This section of the report covers the period July 2006-June 2007. A listing of all reports generated during this period is provided in Annex 1 of this report.

A CD accompanying this report provides an electronic library of all files, including reports, generated by the Project Manager during the period of the contract.

Table 1: Revised PDF-B Activities and Timelines

The GEF project is targeted to be presented to GEF Council in November 2007.

Activity	Month																			
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8
	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S		
Establish management structure	x	x	x																	
Establish Steering Committee		x	x	x																
- First Steering Committee meeting (August 2-3, '06)					x															
- Second Steering Committee meeting (June 6-8, '07)																x				
National consultation mechanism established		x	x																	
- review draft implementation plan			x	x																
- participate in task team in-country visit							x	x												
- review task team reports										x	x									
- review draft Project Brief															x	x				
- review and support final Project Brief																	x	x	x	X
Initiate arrangements to engage Technical Task Team			x	x	x															
Initial Steering Committee meeting (August 2-3/Panama)					x															
Formation of Technical Task Team					x															
TDA/SAP Training (October 23-28, Barbados)							x													
TDA/SAP Kick-off meeting (October 28-November 1, Barbados)							x													
Sub-regional work on transboundary issues (3 groups - Guianas/Brazil; Insular Caribbean; Central/South America)									x	X	x	x								
Task groups on governance analysis issues (2 groups – Fisheries governance; Non-Extractable Living Resources/Biodiversity governance and CLME monitoring & reporting) and Stakeholder Assessment									x	X	x	x								
Project Concept/TDA Synthesis Workshop (February 28 - 3 March, 2007)												x								
National review of sub-regional TDA reports													x							
Preparation of GEF Executive Summary and UNDP Project Document																				
First drafts														x						
National review															x					
Revision																x				
Final Steering Committee meeting (June 6-8, 2007)																x				
Final submission and endorsement																x	x	x	x	X

1. Establishment and Operation of the PDF-B Secretariat

Completed: April-June 2006

The CLME Project office at the Centre for Resource Management and Environmental Studies (CERMES), University of the West Indies, Cave Hill Campus, Barbados was established and the required Memorandum of Understanding between the Government of Barbados and UNESCO/IOC was signed. Following a competitive hiring process, Dr. Lucia Fanning was appointed as the Project Manager and Ms. Bertha Simmons as the Assistant Project Manager. Dr. Robin Mahon, Director of CERMES, agreed to continue serving as the Regional Project Coordinator and contributes 20% of his time in-kind to the CLME Project.

Letters announcing the commencement of the CLME project was sent to GEF Operational Focal Points in participating countries. The letter requested countries to identify a national contact for CLME-related communications, as well as the representative to serve on the Regional Steering Committee. A request was also made for countries to constitute or identify any existing institutional arrangement that could serve as the Inter-Ministerial/Inter-sectoral review committee, considered essential to provide the national multi-stakeholder input into the CLME project implementation plan and activities.

2. Establishment of a Regional Steering Committee and Holding of First Meeting

Completed: May-July 2006

The Regional Steering Committee (RSC) is responsible for reaching consensus on the strategic, integrated ecosystem-based approach needed to pursue the CLME project goal of sustainable management of the shared living marine resources of the Caribbean LME and adjacent areas. The RSC guides the development of more detailed objectives and actions for inclusion in the full Project Document, based on identification and agreement of major issues, root causes and actions that are required to achieve the project goal. During the PDF-B phase of the CLME project, the Committee will pursue its mandate by reviewing and approving the outputs of the PDF-B CLME Project. The RSC is scheduled to meet twice during the course of the PDF-B phase.

Completed: August 2006

The PDF-B Secretariat (hereinafter referred to as the Project Coordinating Unit or PCU) organized the first meeting of the RSC on August 2-3, 2006 in Panama, with assistance from IOCARIBE and UNDP (Panama) and UNDP-GEF. The meeting accomplished the following objectives:

- i. Development of a shared vision for the full project and participatory work plan for the PDF-B;
- ii. Common understanding among the participants of project goals; GEF and UNDP procedures and requirements; and identification of their role in the process of developing and implementing the CLME project proposal;
- iii. Agreement on PDF-B coordination and information sharing mechanisms.

The meeting was well-represented by members countries and regional organizations as well as intergovernmental organizations, academia and NGOs. The RSC approved the Project Implementation Plan and budget, giving the mandate to the PCU to implement the approved activities on behalf of the member countries and partners. In addition to technical documents prepared for the meeting, a final meeting report was prepared.

3. Establishment of National Committee and Solicitation of National Input

Completed: June/July, 2006

In order to identify major issues and root causes and develop the appropriate legal, policy and institutional responses needed to achieve the sustainable management of the shared living marine resources of the Caribbean LME, inputs from a broad cross-section of key stakeholders and beneficiaries of the project are required. To address this requirement, each participating country was requested by the PCU to form an Inter-Ministerial/Inter-Sectoral review committee, or use a suitable existing national mechanism, that would provide cross-sectoral inputs to CLME project deliverables and to the deliberations on sub-regional transboundary living marine resources and associated technical/governance issues. The key activities of the National Committee were identified as:

- review the draft implementation plan
- participate in any CLME in-country activities, including provision of country-specific information
- review CLME Project reports
- review draft Project Executive Summary
- ensure that their respective country endorses the project
- review and support final Project Brief

It was also agreed that the Inter-Ministerial/Inter-Sectoral committee will serve as a valuable mechanism to identify and include potential regional donors/partners in the Full Project proposal preparation process and to assist in the development of a full stakeholder involvement plan as required by GEF.

4. TDA Training and Kick-Off Meeting to Gather and Review Information

Completed: September, 2006 – December, 2006

The activities conducted by the PCU to achieve this task included the following:

- i. Solicitation from member countries and partners of technical representatives for a CLME Technical Task Team that would provide technical expertise to the PCU in the development of the preliminary TDA and components of the full-sized project document.
- ii. Establishment of two issue-specific task groups to review key technical and governance issues relating to fisheries governance and the governance of non-extractable living marine resources/biodiversity and LME-level monitoring

and reporting with regards to the productivity, fish and fisheries, pollution and ecosystem health, socio-economics, and governance and one task group lead by a lead consultant to provide a preliminary assessment of regional-level stakeholders.

- iii. Establishment of three task groups to review and evaluate, at a preliminary level, transboundary living marine resource issues for three sub-regions of the Wider Caribbean Region and adjacent areas including consideration of sub-regional productivity, fish and fisheries, pollution and ecosystem health, socio-economics, and governance.
- iv. Preparation of Terms of Reference for the Executing Agency to hire consultants to assist in the work associated with gathering the needed information and to hire the GEF specialist consultant.
- v. Organization and holding of a TDA/SAP Training workshop, conducted by the GEF consultant for Technical Task Team members nominated by member countries and partners and lead consultants.
- vi. Organization and leading a joint meeting of the technical task team and lead consultants to identify/understand cross-cutting issues among two or more of the sub-regions in order to maximize quality of interpretation of information leading to preliminary TDA and SAP.

In addition to completing the two governance reports and the preliminary assessment of the regional stakeholders, preliminary reports from each of the sub-regional transboundary diagnostic assessments were completed in March 2007. The reports were sent for review by each participating country in advance of the Project Concept/TDA Synthesis workshop where additional input from technical experts throughout the region was sought.

5. Project Concept/TDA Synthesis Preparations and Workshop

Completed: January 1, 2007 – March 31, 2007

The activities conducted by the PCU to achieve this task included the following:

- i. Coordination and facilitation of the work of the technical teams established to conduct the various aspects of the project including the assistance and review of all consultants' reports in to ensure adherence to contractual conditions and technical quality of the reports.
- ii. Organization and holding of a Project Concept/TDA Synthesis workshop for technical experts from throughout the region on February 28-March 3, 2007 in Kingston, Jamaica.

The main purpose of the CLME Project Concept/TDA Synthesis Technical Workshop was to develop the technical components of the draft Full-Sized Project (FSP) document for review by the CLME Steering Committee and other project partners and the subsequent submission to the GEF. Participants worked over the four-day period to accomplish the following objectives:

- Identification and agreement on the filling of gaps and the interventions necessary for inclusion in the draft FSP as drawn from the preliminary Transboundary Diagnostic Assessment (TDA) reports for the Caribbean Large Marine Ecosystem;
- Refinement of demonstration projects to be included in the draft FSP proposal;

- Refinement of activities to be undertaken under the Regional Governance/ LMEWide Monitoring and Reporting components of the FSP proposal; and,
- Agreement on the components of the FSP proposal and identification of linkages and cross-references between the proposed project components.
- Identification of key potential partners and a strategy for securing partnership involvement and co-financing commitments for the implementation of the FSP.

The completion of this task resulted in an approved project concept document that outlined the structure of the full-sized project document and revised preliminary technical reports for inclusion in the project proposal. A report of the workshop was completed by the PCU.

6. Preparation and Holding of the CLME Second Regional Steering Committee Meeting

Completed: April 1, 2007 – June 30, 2007

The activities conducted by the PCU to achieve this task included the following:

- i. Liaising with consultants and technical task teams and reviewing all revised technical reports following the Project Concept/TDA Synthesis Workshop.
- ii. Development of a CLME Project website, www.cavehill.uwi.edu/cermes/clme.html
- iii. Ensuring all technical material for distribution and discussion at the Second Regional Steering Committee Meeting.
- iv. Development of a technical report that provided an “Overview of the Preliminary TDA for the Caribbean LME and Adjacent Region” for discussion at the meeting.
- v. Organization and holding of the Second Regional Steering Committee Meeting, June 6-8, 2007, Cartagena, Colombia.

The main purpose of the meeting was:

- a) To review, discuss and approve the CLME Full-sized Project proposal for submission to GEF, including the four pilot projects.
- b) To agree on a course of action to ensure all supporting documentation, including information on co-financing if still required and letters of financial commitment, are provided by the countries and partners in a timely manner for submission to GEF.

The completion of this task resulted in explicit recommendations from the Steering Committee for inclusion in the revised project proposal and a detailing of the next steps to be followed in order to meet the tight timeframe for submission of the Project Document to the GEF. The GEF specialist consultant has been charged with ensuring the recommendations are incorporated in the revised version of the project proposal. This revised version is expected to be ready for distribution to member countries and partners by July 15, 2007.

B – Challenges Encountered

In terms of challenges, among the most significant have been the delays in getting the necessary contracts and funding for the PCU staff and consultants to undertake its work with the necessary infrastructure in place. The delays in working this through have negatively affected the PCU. Additionally, too much time has been taken away from the technical aspects of the project in trying to resolve these administrative matters which should have been settled prior to the

commencement of the PDF-B activities and for which many were only resolved in the last few months of the project.

Another challenge is the procedure in place by the Executing Agency to pay for expenses incurred by the CLME Project and the time taken for payment to be processed. As an example, at the meeting of the TDA Training/Kick-Off workshop, held in Barbados, the PCU was faced with the embarrassing situation of not having funds for over 7 days into the meeting to pay the participants their daily subsistence allowances. Additionally, the hotel threatened to evict the participants over lack of provision of payment. This situation was again repeated at the Project Concept/TDA Synthesis workshop in Kingston, Jamaica where some participants were actually barred from entering their rooms due to lack of payment by IOC (UNESCO) and the Head of IOCARIBE had to provide his credit card to allow for services to be provided. This is totally unacceptable practice by a leading UN organization and given that it had previously occurred, speaks to the inability of the organization to respond to lessons learned and convey to it for corrective action.

On a more general scale, project management needs to have the tools available to be adaptive, both in terms of activities and budgeting. The challenge of running a project in the Caribbean that requires Paris to pay for a taxi cab fare needs no further elaboration. This issue needs to be examined by both the Implementing and Executing agencies in advance of the full-sized project.

In relation to the item described under lessons learned on the need to clarify roles of the key players involved, the technical management of the project requires that the PCU, in collaboration with IOCARIBE and UNDP-GEF, make macro-level decisions that determine how best to accomplish the activities and objectives of the project. A significant challenge is imposed on the PCU as it attempts to implement these agreed-upon decisions if IOC (Paris) then takes it upon itself to intervene in project micromanagement decisions, such as when travel should be undertaken.

Perhaps most challenging to the Project Manager in executing the contract was the lack of communication practised by the project administrator in Paris with respect to budgetary matters. In a number of instances, the budget was revised either without input from the Project Manager or even more challenging, collectively deciding on revisions to the budget with the Project Manager then changing these without any communication as to why or how the changes were determined.

Finally, repeated changes to the project timeframe that significantly shortened the time available to conduct the necessary work resulted in both technical and administrative difficulties surrounding the execution of the contract by the Project Manager. Additionally, conflicting messages from the Implementing Agency and the GEF Specialist as to the level of detail required to develop the project proposal resulted in an inappropriately generic document being offered by the GEF Specialist for review and discussion by the Regional Steering Committee. Additionally, due to other commitments, the GEF Specialist provided the draft proposal much later than was expected and this caused the PCU to circulate a poorly formatted document that did not have the benefit of review by the CLME Project Team, prior to its distribution to the member countries and project partners.

C - Key Lessons Learned

Lessons learnt were primarily administrative in nature and dealt mainly with the lead time

needed to ensure planned activities were accomplished. For the most part, this needed to be balanced with a considerable effort aimed at follow-up immediately prior to deadlines and/or upcoming meetings. Country representatives have conveyed that while as much lead time as is possible is appreciated, follow-up immediately before a due date is crucial as activities too far in advance get treated with a lower priority. Given the number of countries involved in the project and the diversity in the language and cultures, balancing these two competing timeframes can become a full time activity for the PCU.

Other important lessons gained during the period of the report was the importance of drawing on the network of personal contacts established throughout the region by members of the Technical Task Team and others in order to achieve the stated objectives of the PDF-B phase of the project within the allotted time frame. Given the compression in the time period for accomplishing the suite of activities, this intangible asset cannot be under-estimated. Furthermore, the ability to seize unexpected opportunities arising from the network that can help further the requirements of the project should not be under-valued. This includes being able to piggy-back on activities being conducted by other entities in the region, participating as a presenter in raising awareness of the CLME Project and/or being able to positively respond to invitations that would benefit the CLME Project.

Another significant lesson learned was the need (still outstanding) for all members of the PCU, Executing agency (IOCARIBE and IOC (Paris)), the Implementing agency and the GEF Specialist Consult to have a clear and common understanding of the role each entity is to play in the accomplishment of the project activities and objectives. This can only serve to maximize the collective abilities of all for the benefit of the project.

Annex 1- List of PDF-B Generated Documents

a) 1st Regional Steering Committee Meeting

WORKING DOCUMENTS

Document code	Title	Language
IOC/IOCARIBE-SC-CLME-I/1 Prov.	Provisional Agenda & Timetable	E, S
IOC/IOCARIBE-SC-CLME-I /2 Prov.	Annotated Agenda	E, S
IOC/IOCARIBE-SC-CLME-I /3 Prov.	Draft Summary Report of the First Regional Steering Committee Meeting <i>(to be prepared during the Session)</i>	E, S
IOC/IOCARIBE-SC-CLME-I /4 Prov.	Provisional List of Documents <i>(this document)</i>	E
IOC/IOCARIBE-SC-CLME-I /5 Prov.	Provisional List of Participants <i>(to be prepared during the Session)</i>	E/S
IOC/IOCARIBE-CLME PDF-B	Sustainable Management of the Shared Living Marine Resources of the Caribbean Large Marine Ecosystem (CLME) and Adjacent Regions PDF-B Proposal	E, S
IOC/IOCARIBE-CLME PDF-B Annex I	IOCARIBE Caribbean LME Project PDF-B Budget	E,S
IOC/IOCARIBE-SC-CLME-I/ 6 Prov.	Draft Implementation Plan for the Project Sustainable Management of the Shared Living Marine Resources of the Caribbean Large Marine Ecosystem (CLME) and Adjacent Regions PDF-B Proposal	E, S
IOC/IOCARIBE-SC-CLME-I/ 6 Fin.	Implementation Plan for the Project Sustainable Management of the Shared Living Marine Resources of the Caribbean Large Marine Ecosystem (CLME) and Adjacent Regions PDF-B Proposal	E, S
IOC/IOCARIBE-SC-CLME-I/ 3 Fin.	Summary Report of the First Regional Steering Committee Meeting	E, S

INFORMATION DOCUMENTS

Document code	Title	Language
IOC/IOCARIBE-SC-CLME-I /Inf 1.	Venue Announcement - Information and Guidelines to participants	E, S

b) TDA Training and Kick-Off Meeting

WORKING DOCUMENTS

Document code	Title	Language
TDA-CLME-I/1 Prov.	Provisional TDA/SAP Workshop Annotated Agenda & Timetable	E
TDA-CLME-I /2 Prov.	Annotated Kick-Off Session Agenda & Timetable	E
TDA-CLME-I /3 Prov.	Provisional List of Documents (<i>this document</i>)	E
TDA-CLME-I /4Prov.	Training Manual <ul style="list-style-type: none"> - Introduction - Module 1 - Module 3 - Module 4 - Module 5 - Module 6 - GEF IW TDA/SAP Best Practices - Sample TDA Contents List - Sample TDA draft Report 	E
TDA-CLME-I /5 Prov.	Draft list of participants (<i>to be completed at session</i>)	E

INFORMATION DOCUMENTS

Document code	Title	Language
TDA-CLME-I /Inf 1.	Venue Announcement - Information and Guidelines to participants	E
CLME PDF-B	Sustainable Management of the Shared Living Marine Resources of the Caribbean Large Marine Ecosystem (CLME) and Adjacent Regions PDF-B Proposal	E
SC-CLME-I/ 3 Fin.	Summary Report of the First Regional Steering Committee Meeting	E, S

c) Project Concept/TDA Synthesis Workshop

WORKING DOCUMENTS

Document code	Title	Language
CLME-TT /1 Prov.	Provisional Annotated Agenda & Timetable	E
CLME-TT /2 Prov.	Provisional Full-Sized Project Concept for the Caribbean LME and Adjacent Regions	E, S
CLME-TT /3 Prov.	Provisional Preliminary TDA for the Insular Caribbean Sub-Region	E
CLME-TT /4 Prov.	Provisional Preliminary TDA for the Guianas-Brazil Sub-Region	E
CLME-TT /5 Prov.	Provisional Preliminary TDA for the Central/South America Sub-Region	S
CLME-TT /6 Prov.	Provisional Report on Transboundary Non-Extractable LMRs/Biodiversity Governance and Monitoring & Reporting for the Caribbean LME and Adjacent Regions	E
CLME-TT /7 Prov.	Provisional Report on Fisheries Governance for the Caribbean LME and Adjacent Regions	E
CLME-TT /8 Prov.	Provisional Report on Regional and Subregional Stakeholder Assessment	E
CLME-TT /9 Prov.	Draft Summary Report of the Project Concept/TDA Synthesis Workshop <i>(to be prepared during the Session)</i>	E
CLME-TT /10 Prov.	Provisional List of Documents <i>(this document)</i>	E
CLME-TT/11 Prov.	Provisional List of Participants <i>(to be prepared during the Session)</i>	E

INFORMATION DOCUMENTS

Document code	Title	Language
CLME-TT /Inf 1.	Venue Announcement - Information and Guidelines to participants	E,

d) Second Regional Steering Committee Meeting

WORKING DOCUMENTS

Document code	Title	Language
CLME-SC-2 /1 Prov.	Provisional Full-Sized Project Document and Annexes for the Sustainable Management of the Shared Living Marine Resources of the Caribbean Large Marine Ecosystem (CLME) and Adjacent Regions	E, S
CLME-SC-2 /1P/Annex 1	Flyingfish Demonstration Pilot	E
CLME-SC-2 /1P/Annex 2	Shrimp and Groundfish Demonstration Pilot	E
CLME-SC-2 /1P/Annex 3	Lobster Demonstration Pilot	E
CLME-SC-2 /1P/Annex 4	Reef fisheries/Biodiversity Demonstration Pilot	E
CLME-SC-2 /2 Prov.	Provisional Annotated Agenda & Timetable	E, S
CLME-SC-2 /3 Prov.	Provisional List of Documents <i>(this document)</i>	E, S
CLME-SC-2/4 Prov.	Provisional List of Participants <i>(to be prepared during the Session)</i>	E
CLME-TT /2 Final	CLME Approved Project Overview for the Caribbean LME and Adjacent Regions	E, S
CLME-TT /4 Final	Preliminary TDA for the Insular Caribbean Sub-Region	E
CLME-TT /5 Final	Preliminary TDA for the Guianas-Brazil Sub-Region	E
CLME-TT /6 Final	Preliminary TDA for the Central/South America Sub-Region	S, E
CLME-TT /12 Final	Overview of the Preliminary Subregional TDAs for the Caribbean LME and its Adjacent Region, the Guianas-Brazil Shelf	E, S
CLME-SC-2 /1 Final.	Revised Full-Sized Project Document and Annexes for the Sustainable Management of the Shared Living Marine Resources of the Caribbean Large Marine Ecosystem (CLME) and Adjacent Regions <i>(to be prepared during the Session)</i>	E, S

INFORMATION DOCUMENTS

Document code	Title	Language
CLME-SC-2 /Inf 1.	Venue Announcement - Information and Guidelines to participants	E, S