



Roadmap for operationalisation of the CLME+ Small Grant Coordination Mechanism to support implementation of People Managing Oceans – the Civil Society Action Programme for Sustainable Management of the Shared Living Marine Resources of the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+ C-SAP)



Catalyzing implementation of the Strategic Action Programme for the Caribbean and North Brazil Shelf LME's (2015-2020)



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1. Introduction

1.1 Background

The Caribbean Natural Resources Institute (CANARI) is supporting 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](#)). This work is being supported under the "Catalyzing 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+ Project) which seeks to initiate implementation of the CLME+ SAP, where CANARI is an executing partner.

As part of this work, CANARI supported Caribbean civil society to develop a programme which outlines the role they can play in contributing to implementation of the CLME+ SAP. This is outlined in the publication entitled "People Managing Oceans: Civil Society Action Programme for Sustainable Management of the Shared Living Marine Resources of the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+ C-SAP)". See the summary factsheet ([English](#), [Spanish](#)) and full booklet ([English](#), [Spanish](#)). These documents were developed to raise the profile of civil society and guide civil society capacity building for strengthening the role, participation and ownership of civil society in implementation of the CLME+ SAP (see Box 1).

1.2 Need for a small grant coordination mechanism

The CLME+ Project executing partners recognised that mobilisation of financial support for civil society to implement the People Managing Oceans C-SAP will be critical. There are currently many initiatives¹ funding civil society's work to contribute to conservation, management and sustainable use of the coastal and marine resources in the CLME+ region. These include large global funds, bi-lateral arrangements, private foundations, corporate social responsibility programmes, national government funds and small grant programmes operating under specific regional or national projects. The investment priorities of each are determined separately, but often refer to identified national, regional and international priorities. However, despite the significant investment and effort, in many cases the scale of these actions, coupled with inadequate coordination among initiatives, have limited the overall scope, impact and sustainability of individual and cumulative efforts.

Box 1: People Managing Oceans C-SAP summary

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.

The People Managing Oceans C-SAP directly parallels the CLME+ SAP strategies, each having specific actions relevant to civil society's role as an implementation partner:

Strategy 1: Implement ecosystem-based management of reef and associated ecosystems (e.g. seagrass beds, mangroves, reef slopes and coastal lagoons)

Strategy 2: Implement an ecosystem-based approach for pelagic fisheries

Strategy 3: Implement ecosystem-based management of the Guianas-Brazil continental shelf with special reference to the shrimp and groundfish fishery

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

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

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

Strategy 7: Enhance communication to raise awareness and advocate for issues impacting the coastal and marine environment

Strategy 8: Facilitate C-SAP implementation, monitoring, evaluation and learning

¹ CANARI identified over 25 initiatives in a rapid review to develop the database of existing small grant programmes under Output 2.2. of the CLME+ Project and the situation is constantly changing.

At present, there is no known mechanism to facilitate coordination among funding programmes to optimise synergies and promote knowledge sharing to ensure that national, regional and international priorities for the CLME+ region are met and the important roles to be played by civil society are effectively supported.

1.3 Exploring the potential for a small grant coordination mechanism

Recognising the multiplicity of small grants initiatives funding civil society action on marine resources management, CANARI was tasked with exploring the development of a CLME+ Small Grant Coordination Mechanism (SGCM) to encourage mobilisation of these resources to support Caribbean civil society with implementation of the strategies and actions identified in the People Managing Oceans C-SAP and allow for better coordination amongst the different small grant programmes, projects and initiatives in the region. This would address the specific needs and opportunities identified by civil society under the People Managing Oceans C-SAP while enhancing the effectiveness of funding.

This work involved:

- developing a database of existing small grant programmes that are operational within the CLME+ region and that can contribute to the objectives of the CLME+ SAP and CLME+ Project;
- engaging a subset of funders and intermediaries (see Box 2) which were already supporting action by civil society organisations (CSOs) and community-based small and micro-enterprises (SMEs) on ocean issues in the CLME+ region and could be targeted to explore development of a SGCM;
- raising funders' awareness about the CLME+ SAP, the CLME+ Project and the People Managing Oceans C-SAP;
- mapping to what extent the current small grant programmes aligned with priorities and actions in the People Managing Oceans C-SAP;
- exploring funders' interest in engaging in a coordination mechanism;
- securing commitment under the Caribbean Sea Innovation Fund (CarSIF), which is a mechanism run by CANARI to facilitate small grants from multiple funders, to support implementation of the People Managing Oceans C-SAP as a model for how funders could orient their programming.

Box 2: List of funders and intermediaries engaged

1. European Union (EU)
2. Global Affairs Canada - Canada Caribbean Disaster Risk Management Fund (CCDRMF)
3. Caribbean Marine Protected Area Management Network and Forum (CaMPAM)
4. Environmental Foundation of Jamaica (EFJ)
5. United Nations Development Programme (UNDP) - Barbados and Eastern Caribbean
6. UNDP Global Environment Facility (GEF) Small Grants Programme (SGP)
7. International Union for Conservation of Nature (IUCN) - The Biodiversity and Protected Areas Management (BIOPAMA) Small Grants programme
8. UN Food and Agriculture Organization (FAO) GEF-funded StewardFish project small grant programme (CANARI managed)
9. EU-funded PISCES project small grant programme via the Caribbean Sea Innovation Fund (CarSIF) (CANARI managed)
10. Mesoamerican Reef Fund (MAR) Fund
11. MAR Fund Belize Marine Fund (BMF)
12. MAR Fund - Reef Rescue
13. Caribbean Biodiversity Fund (CBF)
14. CBF- Saint Lucia National Conservation Fund (SLUNCF)
15. CBF- Bahamas Protected Areas Fund (BPAF)
16. CBF- St. Vincent and the Grenadines Conservation Fund (SVGCF)
17. CBF- National Conservation Trust Fund of Jamaica (NCTFJ)
18. CBF- Grenada Sustainable Development Trust Fund (GSDTF)
19. CBF- Fondo Marena (Dominican Republic)
20. CBF- Antigua and Barbuda Marine Ecosystems Protected Area Trust Fund (MEPA Trust)
21. CBF- St. Christopher and Nevis Conservation Foundation (SCNCF)
22. Sandals Foundation

Key lessons learnt were as follows:

1. **The SGCM is a relevant initiative in the CLME+ region**, given the absence of any coordination mechanism among the multiplicity of small grant programmes providing support to CSOs and SMEs for governance, management, conservation and sustainable use of coastal and marine resources. Funders were not fully aware of the work of other funders. Mechanisms do not currently exist to systematically reduce duplication, maximise synergies and coordination, and share knowledge and best practices across small grant programmes to enhance effectiveness, efficiency, impact and sustainability. Funders are particularly interested in finding out what are the gaps where funding is needed. Funders are willing to share information, learn from each other and work together on this.
2. **Small grant programmes in the CLME+ region are already supporting many but not all of the Actions in the People Managing Oceans C-SAP**, as reflected by a mapping of the alignment of the work of seven funders against the 90 Actions. This reveals opportunities for synergies and coordination as well as filling gaps that require funding.
3. **There is potential to enhance awareness of opportunities provided by small grant programmes, including via an online portal such as the CLME+ Hub**. This can enhance awareness of CSOs and SMEs about funding for initiatives that contribute to implementation of the People Managing Oceans C-SAP, and therefore the CLME+ SAP. Currently, funders promote their programmes completely independently and there is no online portal supporting access to these.
4. **The People Managing Oceans C-SAP can be used to inform development of investment priorities under small grant programmes**, as it reflects priority needs and opportunities identified by CSOs and SMEs themselves which are aligned with a politically endorsed regional strategy in the CLME+ SAP. Targeted outreach to funders will be needed to build awareness of the Strategies and Actions that align with the priorities of individual funders. Some funders deliberately align their investment priorities to support national, regional and global policies and plans and attempt to identify the priorities of civil society through consultation processes. Other funders (including private sector foundations) seem to have a more responsive and flexible approach. Written documentation of civil society priorities in the People Managing Oceans C-SAP provides accessible content that funders can utilise in shaping their investment strategies. Recognising that funders develop their investment strategies only every few years, it will likely take several years before People Managing Oceans C-SAP can be considered by most funders.
5. **A SGCM can also facilitate tracking of civil society action that contributes to implementation of the CLME+ SAP**. CSOs and SMEs depend largely on grant funding to support their activities so tracking implementation of small grant programmes and projects delivered against the People Managing Oceans C-SAP would provide information on implementation of the CLME+ SAP.
6. **Coordination among small grant programmes will require resources, and a suitable body to facilitate the SGCM will need to be identified**. The amount that CANARI could do under the CLME+ Project to initiate the SGCM was limited. Funders were pleased that CANARI was facilitating a process to explore coordination of small grant programmes but asked what would be happening beyond the CLME+ Project. Although funders were interested in participating, it did not seem that any of them could/would be willing/able to take responsibility for coordination. Given the broad geographic scope of the CLME+ region, many funders do not operate across the entire area. Decisions on next steps are needed, including how the SGCM can be resourced.

Although formalisation, roll out and operationalisation of the SGCM was impossible within the timeframe and resources of the CLME+ Project, a foundation was built, and proof of concept demonstrated. This forms the basis of a roadmap to guide further development and operationalisation of the SGCM.

2. Key elements of the CLME+ SGCM

2.1 Purpose

The overall purpose of the CLME+ SGCM will be to enhance the overall scope, outcomes and sustainability of support for civil society action on marine resources governance and management in the CLME+ region.

2.2 Goal

This purpose will be achieved through improving sharing of information and coordination among the different funders operating small grant programmes, projects and initiatives and alignment with the strategies and priority actions in the CLME+ People Managing Oceans C-SAP (as well as other current or future regional strategies and plans developed by civil society to express their role in governance and management of the shared marine resources of the region).

2.3 Objectives

Improved sharing of information and coordination among small grant programmes to enhance effectiveness of support to civil society would need to:

- a) support knowledge sharing and enhanced coordination among funders and intermediaries providing support for civil society action on marine resources governance and management in the CLME+ region;
- b) enhance visibility of funders and access to information by serving as a one-stop-facility for use by civil society seeking support for implementation of the People Managing Oceans C-SAP;
- c) enhance visibility and monitor progress on the work of civil society to deliver priorities in the People Managing Oceans C-SAP;
- d) map alignment of small grant programmes, projects and initiatives against priority needs identified in the CLME+ People Managing Oceans C-SAP to inform identification of gaps and opportunities for synergies;
- e) capture and communicate best practices to build capacity.

2.4 Membership

The SGCM membership should be a voluntary coalition of funders supporting civil society's work to contribute to conservation, management and sustainable use of the coastal and marine resources in the CLME+ region. Members should include large global funds, bi-lateral funders, private foundations, corporate social responsibility programmes, national government funds and small grant programmes operating under specific regional or national projects, as well as the intermediaries that run these programmes. Criteria and a process for membership should be developed.

2.5 Beneficiaries

The target civil society actors who should benefit from the SGCM are:

- Formal and informal CSOs at the regional, national and local/community levels (including environmental, fisherfolk, women and youth groups); and
- Community-based 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.

Target CSOs and SMEs should be able to register with the SGCM. Criteria and a process for registration should be developed.

2.6 Information management

A key requirement of the SGCM is sharing of information. An open access online platform should be developed for use by the SGCM members (funders and intermediaries) as well as civil society target

beneficiaries and other partners (e.g. relevant governmental and inter-governmental agencies) and interested stakeholders (e.g. private sector interested in corporate social responsibility programmes, potential funders exploring the region, academia).

This platform should host information on:

- Civil society priorities for their role in governance and management of shared marine resources in the region (expressed in the CLME+ People Managing Oceans C-SAP and other similar strategies and plans)
- Small grant programmes that support civil society in this role (see Box 3)
- Registered CSOs and SMEs playing an active role in governance and management of shared marine resources in the region
- Actions reported by civil society on governance and management of shared marine resources in the region and progress made against priorities identified
- Best practices, lessons learnt, tools and other capacity building materials
- Policy recommendations

This platform should be hosted as part of the CLME+ Hub, or a separate platform linked to this.

Box 3: SGCM content on small grant programmes

- 1. About the focus**
 - Alignment with priorities in the CLME+ C-SAP (and/or other key civil society strategies and plans)
 - Key themes addressed (e.g. climate change, poverty alleviation, coral reefs, governance, organisational strengthening of civil society, sustainable livelihoods and SMEs)
- 2. About the funding**
 - Total investment and implementation period
 - Grant allocation size/range
 - Funding cycles and key steps in application process
 - Provision for administrative costs of grantee
- 3. Eligibility for funding**
 - Geographic focus
 - Type of beneficiary (civil society only or others eligible)
- 4. Requirements**
 - Co-financing requirements (just a yes/no indication)
 - Reporting cycles for grantees
- 5. About the funder**
 - All funders involved (if a multi-funder initiative)
 - Type of funder (bilateral, multilateral, private foundation, etc.)
 - Intermediary for accessing resources (where relevant)
 - Funder or intermediary contact information

2.7 Communication and networking

The online platform should support targeted outreach to key stakeholders and create mechanisms for two-way flows of information. A variety of communication products and pathways would need to be used to reach different target audiences. Dialogues among funders and between funders and civil society should be facilitated. Key lessons and recommendations from the SGCM should be communicated to policy makers.

2.8 Coordination

A permanent secretariat would be needed to facilitate and support information sharing and coordination among members of the SGCM. The CLME+ Coordination Mechanism Secretariat could perform functions, and/or engage a suitable civil society or donor organisation(s) to undertake these functions. An

arrangement with multiple hubs, with specific responsibilities for sub-regions/functions, could also be explored.

Functions of the secretariat(s) should include:

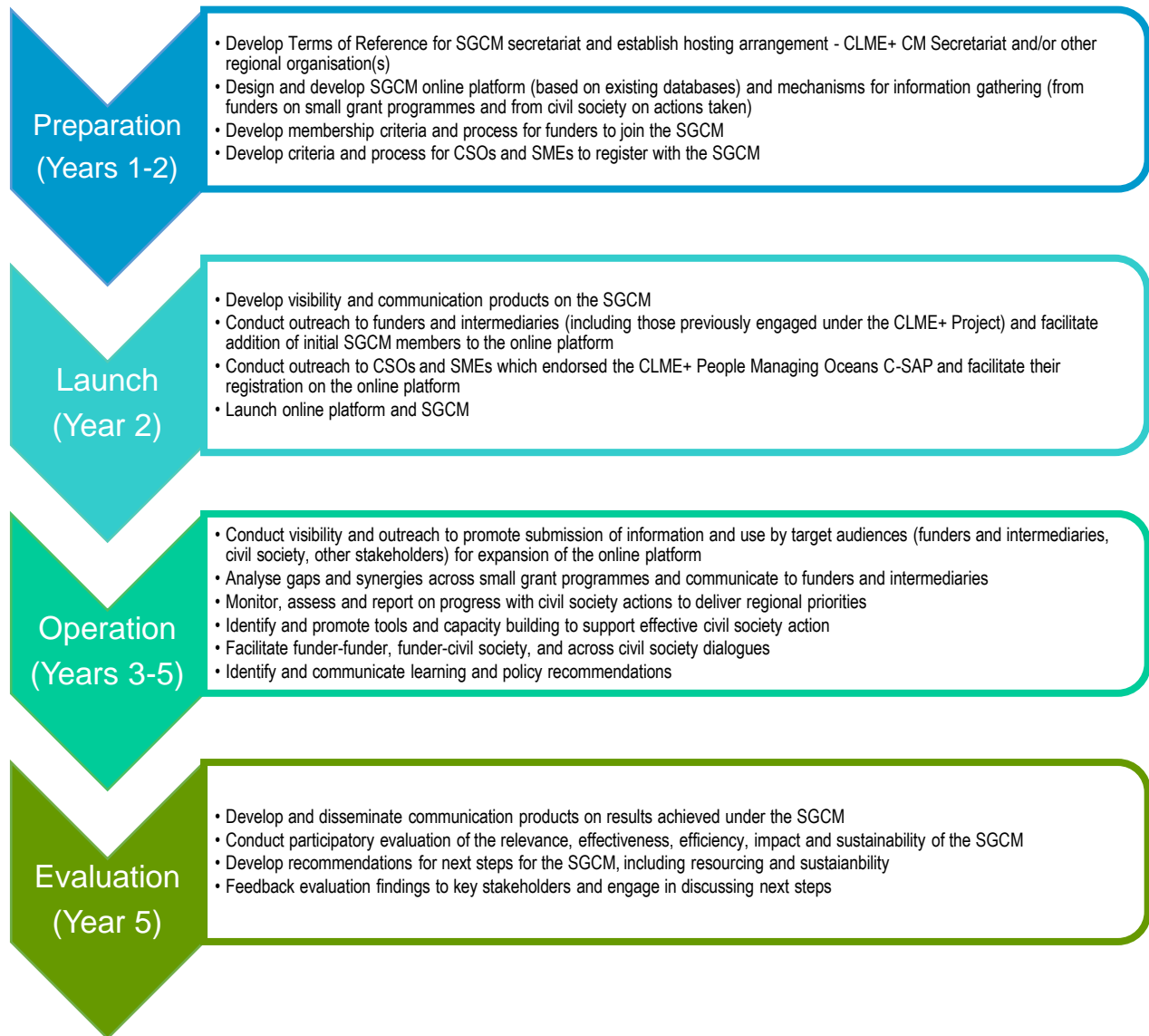
- a) Maintaining the SGCM databases and online platform
- b) Communicating to funders about civil society priorities in support of regional governance strategies and plans such as the CLME+ SAP
- c) Supporting outreach to civil society to promote grant opportunities based on individual funder requirements
- d) Convening funder roundtables and other knowledge exchanges and dialogues
- e) Identifying and communicating gaps and synergies in support to civil society
- f) Capturing civil society actions and analysing progress against priorities
- g) Analysing, documenting and sharing best practices for grant making
- h) Capturing and communicating policy recommendations on effective engagement of civil society in governance and management of marine resources in the CLME+ Region

3. Roadmap for the development of the CLME+ SGCM

The CLME+ SGCM will be developed and operationalised over a test period of five years, at the end of which there will be an evaluation with recommendations for next steps (see Figure 1).

The SGCM should be integrated within the wider-ranging, multi-stakeholder partnership (involving funders and intermediaries, private sector, civil society and academia), in line with the United Nations Sustainable Development Goal 17.6, as part of the overall Coordination Mechanism for Integrated Ocean Governance in the Wider Caribbean Region.

Figure 1: Five-year roadmap for operationalising the CLME+ SGCM



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