

Terms of Reference for the development and endorsement of the CLME Strategic Action Programme (CLME SAP)

Roles and Responsibilities of the CLME Project Partners

Content

I.	Background Information on the CLME Project and on the CLME TDA/SAP Process	2
II.	General arrangements for CLME SAP development and endorsement	5
a.	Overall procedure	5
b.	Information sources	5
c.	Milestones	6
d.	Timeline	6
e.	Consultation Process	7
III.	SAP Development and Endorsement: Partner Responsibilities	8
a.	The CLME Project Coordination Unit (PCU)	8
b.	The SAP Core Development Team (CDT)	10
c.	Case Study and Pilot Project (CS/PP) Implementing Agencies/Organizations and their Partners	14
d.	SAP Formulation and Endorsement Support Team (SAP FEST)	15
e.	CLME National Focal Points (CLME NFPs)	17
f.	National Inter-sectoral Committees (NICs) or equivalents	22
g.	CLME Project Advisory Group (PAG)	23
h.	CLME Steering Committee (SC)	23
i.	National GEF Operational Focal Points (GEF OFPs)	24
j.	Ministers (Environment, Fisheries,...)	24
k.	Senior International SAP Expert	24

I. Background Information on the CLME Project and on the CLME TDA/SAP Process

The Caribbean Large Marine Ecosystem and Adjacent Regions (CLME) Project is a 4 year Global Environment Facility (GEF) initiative, which officially started in May 2009. Project partners include 23 GEF-eligible countries, 2 associated countries, dependent territories and a considerable number of regional organizations. The Project Implementing Agency is the United Nations Development Programme (UNDP) in partnership with IOC of UNESCO. The Executing Agency is the United Nations Office for Project Services (UNOPS). The project is administered from a small Project Coordination Unit (PCU) located in the offices of IOCARIBE, IOC of UNESCO, in Cartagena, Colombia.

The CLME Project assists countries of the Wider Caribbean Region (WCR) to improve the regional governance and management of shared Living Marine Resources (sLMR) - most of which are considered to be fully or over exploited. In order to do so, the project follows the standard GEF approach under the “International Waters” Focal Area, which consists of the preparation, and national-level endorsement, of a Strategic Action Programme (SAP). A SAP is a negotiated policy document that identifies legal, policy and institutional reforms and investments necessary to address problems of a transboundary nature. The SAP is to be based on the outcomes from Transboundary Diagnostic Analyses (TDA).

Initial TDAs for the WCR were developed during the preparatory phase of the CLME Project (the so-called “PDF B” phase, which ran from 2006-2008). These initial TDAs identified and analyzed the priority transboundary problems in three sub-regions of the WCR: (i) the Insular Caribbean, (ii) Central/South America and (iii) Guianas/Brazil. The analyses included a preliminary Causal Chain Analysis (CCA), which identified underlying and root causes of priority problems and information gaps. The three priority transboundary problems affecting the Wider Caribbean Region that were identified under these initial TDA’s are: (a) unsustainable fisheries, (b) habitat degradation and (c) pollution.

During the first years of the CLME project (2009-2011), the initial TDAs were revised and updated, using a fishery ecosystem-based approach rather than the previously adopted sub-regional approach: the 3 ecosystem types (continental shelf, pelagic and reef ecosystems) that sustain the WCR’s most important fisheries were selected as the focus for the revised TDAs. This is a highly innovative and pioneering approach that positions the project as a frontline initiative and will be welcomed by the GEF and the IW community globally, as it sets the basis for advancing towards effective Ecosystem-Based Management (EBM). The approach provides the required support for a more targeted and relevant decision-making process, and ensures that the actions that will be included in the CLME Strategic Action Program (SAP) will address

the identified transboundary and shared issues and their causes from an ecosystem-perspective, allowing efficient and cost-effective actions, with sustainable effects.

The three revised TDA's and associated CCA's were further complemented with a Governance TDA and an overarching regional TDA. The set of revised TDAs and CCA's now include an extensive analysis of data and information gaps, of cause-effect relationships, as well as an institutional mapping, a review of legislation, a socio-economic review and early recommendations for priority actions to be considered for inclusion in the SAP.

The TDA's will inform SAP development, with SAP interventions that will strengthen regional and sub-regional governance mechanisms, through legal, policy and institutional reforms, investments, including the use of economic instruments, awareness raising and stakeholder involvement.¹

Parallel to the TDA/SAP Process, a total of 7 Pilot Projects and Case Studies are being implemented under the CLME Project. These "subprojects" aim at strengthening national, subregional and regional policy cycles² and provide opportunities for early SAP implementation, i.e. for the implementation (typically at a more local, or sub-regional scale) of strategic actions over which prior agreement has already been achieved. Through the identification of "best/good practices" and "lessons learnt", these subprojects are expected to contribute to further enhancing the understanding of key transboundary problems and their possible solutions in the WCR, and as such demonstrate approaches of potential interest to the wider region and facilitate the identification of priority actions to be included in the CLME SAP.

The CLME SAP design process aims at assisting stakeholders across the CLME region to establish goals, targets and strategies for improved ocean governance, with a specific short- and medium-term focus on sLMR management. The process assists countries in identifying and agreeing upon priority interventions. The focus of the SAP development process should be on (i) developing broad consensus on realistic, achievable strategies and interventions for improved WCR governance and "sustainable sLMR management and conservation"³, within a definite time frame of either short, medium or long term actions; and on (ii) the development of mechanisms

¹ A Strategic Action Programme (SAP) is an agreement among participating countries on actions needed to resolve priority threats to international waters, including actions with both transboundary and national benefits, and institutional mechanisms at regional and national level for the implementation of those actions

² The term "policy cycle" refers to a circular process in which a problem is defined, possible solutions are identified, evaluated and then selected and implemented. This is followed by an evaluation of the outcomes, which provides the basis for a revision of the problem and the initiation of a new round of the policy cycle.

³ "Sustainable Management" should be interpreted here in terms of "Adaptive Management mechanisms that will enable the sustainable provision of goods and services from the shared Living Marine Resources in the Wider Caribbean Region"



that will enable stakeholders to monitor progress towards achieving the targets and goals as set and agreed upon in the SAP.

A new project website has been implemented on which relevant information on the CLME Project and on the SAP development and endorsement process is regularly updated: www.clmeproject.org.

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II. General arrangements for CLME SAP development and endorsement

a. Overall procedure

During the development of the CLME SAP, possible interventions “to ensure a sustainable provision of goods and services from the shared Living Marine Resources in the Wider Caribbean Region” are to be identified and assessed.

Based upon this assessment, priority actions (e.g. policy, legal and institutional reforms and investments) that address key transboundary issues identified under the CLME Project⁴ will then be selected and agreed upon for inclusion in the SAP. The full set of agreed actions is then to be described in the final CLME SAP document.

Endorsement needs to be obtained from all CLME participating countries for the final SAP document.

b. Information sources

In the SAP development process, information from the following sources will be taken into consideration:

- (i) the outcomes of the different Transboundary Diagnostic Analyses (TDAs) and Causal Chain Analyses (CCAs) prepared under the CLME project
- (ii) the outcomes, findings, recommendations and lessons learnt from the CLME Pilot Projects and Case Studies
- (iii) other available information found to be relevant for this purpose

⁴ (i) unsustainable exploitation of the shared living marine resources (sLMR); (ii) habitat degradation and community modification in the ecosystems; (iii) pollution

c. Milestones

The following milestones are foreseen in the development and endorsement process of the CLME SAP⁵:

- Agreement on a overall draft⁶ structure of the CLME SAP document (creation of an annotated Table of Content)
- Agreement on Strategic Directions and Ecosystem Quality Objectives for the CLME SAP
- Longlist of potential Priority Strategic Actions for the CLME SAP
- Agreement on Short to Medium-term Priority Actions and Targets to be included in the CLME SAP
- Agreement on Mechanisms for CLME SAP implementation
- Endorsement of the SAP document by all participating CLME countries

d. Timeline

The timeline for SAP development and endorsement is as follows:

- Development of the **final “draft” CLME SAP** document to be completed **by 31 December 2012**
- **SAP endorsement** to be obtained from all participating countries **by 30 April 2013** (this may involve additional “minor” modifications to the final “draft” CLME SAP)

Major Milestone	Latest by:
Agreement on a overall draft ⁷ structure for the CLME SAP document (creation of an annotated Table of Content)	May 2012
Agreement on Strategic Directions for the CLME SAP	May 2012

⁵ Broad consultation among CLME partners and stakeholders is required for milestones for which “agreement” is needed

⁶ Revisions of certain parts of the original draft ToC may become desirable as progress is being obtained towards the other milestones

⁷ Further adaptations may be required during the SAP development process, as Strategic Directions, Objectives, Actions and Targets are being defined

Agreement on the draft Ecological Quality Objectives for the CLME SAP	June 2012
Longlist of potential Priority Actions (and Targets) for the CLME SAP	August 2012
Cost-benefit analyses, as feasible	Sept/October 2012
Agreement on Priority Actions and Targets, to be included in the CLME SAP	Sept/October 2012
Agreement on Mechanisms for CLME SAP implementation	November 2012
Agreement on content of the final SAP document	December 2012
Endorsement of SAP by participating countries	April 2013

e. Consultation Process

In order to ensure full regional and national ownership of the CLME Strategic Action Plan (the “CLME SAP”), including its Strategic Directions, Objectives, Priority Actions and Targets, and implementation and financing mechanism, a broad consultative process will be implemented during SAP development. The main interactions between the different parties involved are given in the table below:

MILESTONE	ASSOCIATED CONSULTATION PROCESSES	
Annotated Table of Content (ToC)	<ul style="list-style-type: none"> CLME Project Coordination Unit (PCU) develops draft, and conducts consultation with SAP Core Development Team (CDT), SAP Formulation and Endorsement Support Team (FEST) and National Focal Points (NFPs)⁸ CLME PCU develops and distributes revised draft 	Ongoing Consultation with Inter-Governmental Organizations
Strategic Directions and Ecosystem Quality Objectives (EcoQOs) Societal Benefit Objectives (SBOs)	<ul style="list-style-type: none"> CLME PCU and SAP CDT develop First Draft First Draft sent out to SAP FEST for consultation CLME PCU and SAP CDT revise draft Revised Draft sent out to NFPs/National Intersectoral Committees (NICs) for consultation CLME PCU and SAP CDT develop Final Draft 	

⁸ As described under Chapter 3, within each participating country, the CLME’s NFPs will have the main responsibility over ensuring internal consultation with all relevant parties (other CLME partners may also support this process, in coordination with the CLME’s NFPs).

Longlist of Potential Strategic Actions	<ul style="list-style-type: none">• CLME PCU and SAP CDT develop First Draft• First Draft sent out to SAP FEST for consultation• CLME PCU and SAP CDT revise draft• Revised Draft sent out to NFPs/NICs for consultation• CLME PCU and SAP CDT develop Final Draft	
Selected Priority Actions and associated Targets for inclusion in the SAP	<ul style="list-style-type: none">• CLME PCU and SAP CDT develop First Draft• First Draft sent out to SAP FEST for consultation• CLME PCU and SAP CDT revise draft• Revised Draft sent out to NFPs/NICs for consultation• CLME PCU and SAP CDT develop Final Draft	
SAP endorsement		

III. SAP Development and Endorsement: Partner Responsibilities

a. The CLME Project Coordination Unit (PCU)

1. The **overall coordinating responsibility** for the CLME SAP development and endorsement process lies with the CLME Project Coordination Unit (PCU)⁹.

Under the lead of the Regional Project Coordinator (RPC), the CLME PCU will coordinate the SAP development and endorsement process with the SAP Core Development Team (SAP CDT), the SAP Formulation and Endorsement Support Team (SAP FEST) and the CLME National Focal Points (CLME NFP's). Whenever possible, email communication, teleconferences and website announcements will be used for this purpose.

The PCU's coordinating role will include, among others:

- Establishment of Timeline and Milestones for SAP development and endorsement
- Timely provision of relevant documents and progress reports to the SAP partners, as to facilitate their contributions to SAP development

⁹ More information on the CLME PCU is available from the CLME Project website:
http://www.clmeproject.org/Proj_Gov/PCU_members.aspx

- Scheduling and organization of SAP team meetings (depending on available resources and logistics, the SAP team workshops may be planned as virtual meetings or as meetings requiring the physical presence of PCU and SAP team members, or as a mixture of both).
 - Ensuring that contributions (draft texts) from individual SAP CDT members/member organizations are made available to the full SAP CDT and other CLME partners, as applicable
 - Ensuring that comments and recommendations emanating from the SAP development and endorsement process are duly disseminated and exchanged among the SAP CDT, the SAP FEST, the CLME NFPs and other project partners, as relevant
 - Ensuring the overall coherence of the SAP document
2. Both the CLME PCU and SAP CDT will contribute directly to the development of the draft SAP, by **preparing draft texts** for the different sections of the CLME SAP document. At the first PCU-SAP CDT workshop¹⁰, the annotated Table of Content (ToC) for the CLME SAP will be used to discuss and jointly agree on the specific distribution of drafting responsibilities among the PCU, the SAP CDT, and among individual SAP CDT members.
 3. The CLME PCU will further ensure that during the SAP development and endorsement process **applicable GEF procedures and criteria** are followed and met. Both the CLME Project Advisory Group (PAG) and senior international SAP expert(s) may be consulted in this context.
 4. The CLME PCU will provide **advice to the CLME NFPs and NICs** on how to best conduct the inter-sectoral consultation and coordination process (as needed)¹¹.
 5. The CLME PCU will be **responsible** for the **delivery of the final SAP document**, and for the **collection of all applicable CLME partner country endorsements**.

¹⁰May 8-9, 2012

¹¹A special section has been foreseen on the CLME website to facilitate the exchange of information on the national inter-sectoral consultation and coordination processes (e.g. recommendations for the composition of NICs, lessons learnt, best practices, etc.):

<http://www.clmeproject.org/contenido/contenido.aspx?catID=598&conID=1028>

b. The SAP Core Development Team (CDT)

- Composition of the SAP CDT**

The SAP Core Development Team will include 1 representative per CLME Pilot Project or Case Study. Each one of the following Pilot Project/Case Study Implementing Agencies or Organizations has nominated 1 of the 7 SAP CDT members: FAO, CRFM¹², UNEP-CAR/RCU, OSPESCA, UNESCO-IOC IOCARIBE and CERMES.

- SAP CDT Nominations**

The following persons have been nominated to make part of the SAP CDT:

Organization	Pilot Project / Case Study	Nominee	Substitute
CERMES	Governance Framework	Robin Mahon	
CRFM	Flyingfish Fisheries; Large Pelagics Fisheries	Milton Haughton; Susan Singh-Renton	
FAO	Shrimp and Groundfish Fisheries	Tarub Bahri	
IOC UNESCO	IMS-REMP	Cesar Toro	Paul Geerders
OSPESCA	Spiny Lobster Fisheries	Manuel Perez	
UNEP	Reef Fisheries and Biodiversity	Alessandra Vanzella-Khoury	Karen McDonald

- CLME PCU - SAP CDT and internal SAP CDT Coordination**

When financially possible and deemed necessary or highly beneficial for the SAP development and endorsement process, meetings requiring the physical presence of the SAP CDT members

¹² Exception to this is the CRFM, which can nominate 2 representatives, i.e. one for each one of their Case Studies

may be convened (tentative max. of 3). In such cases, announcements will be made by the PCU in due notice.

An initial CLME PCU - SAP CDT coordination meeting (workshop) is planned to take place in Miami, USA, on 8-9 May 2012.

To the best possible extent, email communication, teleconferences and website announcements will be used for all other coordination purposes.

- **Role and Responsibilities of the SAP CDT**

In general terms, the SAP CDT members shall contribute to:

- the development of a long, medium and short-term vision for the CLME and the definition of Strategic Directions and “Ecosystem Quality Objectives” (EcoQOs) and “Societal Benefits Objectives” (SBOs)
- the identification and development of mechanisms to attain the agreed EcoQOs
- the brainstorming process on possible “Strategic Actions” (SA’s) and the production of a longlist of such SA’s, to be considered for inclusion in the CLME SAP document
- the shortlisting of actions (short- and medium-term priority interventions) and associated targets, to be proposed to the CLME countries and partner organizations for inclusion in the CLME SAP document, incl. the production and/or collection of information that enables the shortlisting¹³
- the estimation or quantification of costs and benefits associated with SAP implementation, and the identification and/or development of a SAP resource mobilization strategy (e.g. international donors, private sector,...)

¹³Responsibility of individual CDT members and the Case Study/Pilot Project organizations they represent: evaluation and prioritization of longlisted SA’s, especially those that relate to their organization’s activities. Assessment of the overall acceptability of options, based on: technical and economic feasibility/cost-benefits, political acceptability, national and global environmental and socio-economic or sustainable development benefits (as applicable).

- the identification of possible mechanisms for the implementation of actions at the local, national and regional levels, and the development of Monitoring and Evaluation (M&E) mechanisms (including the identification, definition and selection of indicators)
- the identification and implementation of the most adequate mechanism(s) for promoting and achieving endorsement of the CLME SAP document by the CLME partner countries

More specifically:

1. In collaboration with, and under the overall coordination of the CLME PCU, the SAP CDT will directly contribute to the development of the CLME SAP by preparing and reviewing the (draft) texts for (specific sections of) the SAP document.
 - The primary **role of the individual SAP CDT members** is to prepare (in coordination with the CLME PCU) draft and revised content for specific (sub-)chapters or sections of the CLME SAP document, particularly as these relate to outputs and/or recommendations that emanate from the Case Studies and Pilot Projects under their respective responsibility. During the initial CLME PCU-SAP CDT workshop, the annotated Table of Content (ToC) for the CLME SAP will be used to discuss and jointly agree on a more specific distribution of these responsibilities among the CLME PCU and individual members of the SAP CDT.
 - The **role of the SAP CDT team as a whole** is to review and discuss the proposed draft content for the CLME SAP, as it is being prepared by the individual SAP CDT members and/or the CLME PCU. In coordination with the CLME PCU, the SAP CDT may suggest a revision of the initially proposed draft content before it is sent to the SAP FEST and CLME NFPs. A primary check on the overall coherence and alignment of the draft and revised texts with the CLME goals (incl. global environmental benefits), international commitments and lessons learnt, and regional and national interests will be conducted at this stage.
2. The SAP CDT will assist the CLME PCU in the process of conducting consultations with the members of the SAP Formulation and Endorsement Support Team (SAP FEST), the CLME National Focal Points (NFPs) and other relevant stakeholders (e.g. Inter-Governmental Organizations, other national-level stakeholders, etc.) on:
 - the structuring of the SAP document (Table of Content)

- the formulation of the Strategic Directions and Ecosystem Quality Objectives (EcoQOs) for the SAP
 - draft content (incl. actions and targets) for the SAP
 - delivery and endorsement of the final SAP document
3. Together with the PCU, the SAP CDT will further be required to consider and process/analyse¹⁴ the comments and recommendations on the draft SAP submitted by the SAP Formulation and Endorsement Support Team (FEST)¹⁵ as well as by other consulted CLME partners and organizations (e.g. the CLME NFPs).
4. To achieve the former, all members of the CLME SAP CDT must acquire, in the early stages of the SAP development process, good familiarity with the most relevant aspects of:
- The generic GEF TDA-SAP development process¹⁶
 - The overall CLME project architecture and timeline¹⁷
 - The specific approach and timeline to TDA-SAP development and endorsement adopted by the CLME Project¹⁸
 - The major findings of key CLME documents and products, in particular the CLME TDAs and CCAs¹⁹

¹⁴ Minor comments and recommendations will be processed by the CLME PCU. The processing of major comments and recommendations relating to specific (sub)chapters of the SAP will be delegated to those SAP CDT members holding the primary responsibility for the drafting of these sections of the SAP document.

¹⁵ For more information on the role and composition of the SAP FEST team, we refer to the CLME Project website, under Section: “The CLME People” → “Project Governance” → “TDA/SAP Support”

¹⁶ Relevant materials from the TDA-SAP training workshop organized by the CLME Project during January 2010 will be available to the CLME SAP CDT members through the CLME project website: www.clmeproject.org

¹⁷ A description of the major CLME project components and concepts is given on the CLME project website: www.clmeproject.org. For more detailed information on the CLME Project, the full CLME Project Document can be downloaded from the project website

¹⁸ Described on the CLME project website, under the Section: “Strategic Actions”: <http://www.clmeproject.org/contenido/contenido.aspx?catID=534&conID=1077>

- The role and objectives of the CLME Pilot Projects and Case Studies, their inter-linkages and their linkages with the TDA and SAP development process
5. In addition to this, as the different CLME Case Study and Pilot Projects advance in their implementation, the CLME SAP CDT members will also familiarize themselves with the most significant findings from these CS and PPs (as relevant from the perspective of their role in the SAP development process)²⁰.

The activities of the CLME SAP CDT are expected to be finalized by 30 April 2013.

c. Case Study and Pilot Project (CS/PP) Implementing Agencies/Organizations and their Partners

The contributions from the CS/PP Implementing Agencies and Organizations that are expected to be delivered through their representatives in the SAP CDT have been described under the previous section.

In addition to this, through their activities, the **CS/PP Implementing Agencies/Organizations and their partners** are expected to contribute to SAP development in the following manner:

- by facilitating consultations and obtaining endorsements from their Policy Making bodies or Member countries (e.g. CRFM/OSPESCA: fisheries ministers) in the context of the CLME SAP process
- by supporting the inter-sectoral consultation and coordination process in those countries where they are active (e.g. support to the operationalization of NICs or similar arrangements; cross-sectoral consultation by means of the Case Study/Pilot Project Steering Committees, etc.)
- through the early implementation of agreed upon strategic actions
- through the identification of opportunities for the upscaling of early results (i.e. application in a broader geographic context, or at a larger scale)

¹⁹ Available through the CLME project website, under Section: “Documentation Center” → “Transboundary Analyses”

²⁰ Progress on the implementation of CLME Pilot Projects and Case Studies should be documented through the CLME project website, under Section: “About CLME” → “Case Studies” and/or “Pilot Projects”

Each one of the CLME Case Studies and Pilot Projects is further expected to contribute to and support the CLME SAP development process through the day-to-day implementation of their 2012 (revised) Work Plan (revision in line with the recommendations of the 3rd CLME Steering Committee and the CLME Mid-Term Evaluation).

d. SAP Formulation and Endorsement Support Team (SAP FEST)

- SAP FT Nominations and Composition of the SAP FEST**

During the second half of 2011, CLME partners were requested to provide nominations for a CLME SAP “Formulation Team” (“FT”), based on draft ToRs that were distributed towards the end of August 2011. At the 3rd CLME PAG and SC meetings held in Cartagena in November 2011, the list with the 10 nominations received from the CLME partners²¹ was analyzed, expanded and approved: two additional nominations were added to the list, while 1 name was removed in order to avoid having 2 representatives from a single country on the list.

The nominations approved by the CLME PAG and SC are given in the table below:

Name	Organization	Nominations received from:
Wendly Ellis	Ministry of Labor, Technology and Environment, Suriname (CLME NFP)	Ministry of Labor, Technology and Environment, Suriname (CLME NFP)
Sarah George	Dept. of Fisheries, St. Lucia (CLME Liaison Person)	Dept. of Fisheries, St. Lucia (CLME NFP)
Francisco Arias	Director, INVEMAR, Colombia	Min. of Environment, Colombia (CLME NFP)
Beverly Wade	Belize Fisheries Department (CLME NFP)	CRFM
Andrea Donaldson	NEPA, Jamaica	GEF OFP Jamaica
Terrence Phillips	CRFM	CERMES

²¹ nominations were received from NFPs and 1 GEF OFP representing several of the CLME countries, and from CERMES, CRFM, OSPESCA and NOAA

Peter Murray	OECS-ESDU	CLME PAG
Jose Centeno	INCOPESCA, Costa Rica	OSPESCA
Anna Nuñez	ARAP, Panama	OSPESCA
Lorna Innis	Coastal Zone Management Unit, Barbados	CLME PAG
Bonnie Ponwith	NOAA, USA (CLME NFP)	NOAA, USA (CLME NFP)
David Berry	Faculty of Law, University of the West Indies, Barbados	CRFM
Miguel Silva	Consultant, Dominican Republic	Ministry of Environment, Dominican Republic (CLME NFP)

All nominees will now be formally invited to accept their FEST membership and will be requested to communicate the acceptance of both this membership as well as of the FEST member's (revised) role and responsibilities (as described in these ToRs) to the CLME PCU (email to: PatrickD@unops.org, with cc to LaverneW@unops.org).

- **CLME PCU-SAP CDT–SAP FEST and internal SAP FEST Coordination**

To the best possible extent, email communication, teleconferences and website announcements will be used for all coordination and communication purposes between the CLME PCU, SAP CDT and the SAP FEST, as well as among the individual SAP FEST members. Depending on the perceived need and availability of resources, the organization of a SAP FEST workshop or participation of the SAP FEST members in the annual CLME Steering Committee Meeting can be considered.

- **Role and Responsibilities of the SAP FEST**

1. The main role of the SAP FEST members will be to undertake a critical analysis of draft SAP texts and providing comments, recommendations and suggestions for amendments to the draft SAP texts prepared by the CLME PCU and SAP CDT. Aspects to be considered by the SAP FEST members during the review process are, a.o.:

- Are the draft texts logically structured? Are they formatted in such a way that they facilitate comprehension by the reader? Is the content relevant in the regional context, and in the specific context of the SAP endorsement and implementation process?
 - Do the priority actions adequately address the (sub)regional and national priorities? Are the identified actions and the associated targets realistic? Do the actions correspond to effective and efficient means to achieve the planned targets?
 - Has due consideration been given to the sustainability of actions, and to the mainstreaming of adaptation to global environmental change and gender equality in the SAP?
2. In specific cases, SAP FEST members may be requested to complement the inputs prepared by the CLME PCU and SAP CDT with additional inputs belonging to their specific fields of expertise.
3. As such, the SAP FEST members will be consulted and involved at the different key stages in the SAP development process, such as:
- Definition of Strategic Directions and Ecosystem Quality Objectives
 - Brainstorming on Strategic Actions
 - Prioritization of Actions and the setting of Targets for the final SAP document

e. CLME National Focal Points (CLME NFPs)

For each of the CLME participating countries, a National Focal Point (NFP) has been appointed during the initial phase of the CLME Project²².

²² An updated list of the CLME NFPs and their liaison persons together with their respective contact details can be found on the CLME website:

<http://www.clmeproject.org/contenido/contenido.aspx?catID=598andconID=1027>

COUNTRY	NATIONAL FOCAL POINT	LIASION PERSON
Antigua and Barbuda	Ms. Cheryl Appleton - Fisheries Division, Ministry of Agriculture, Lands, Housing and the Environment	Ms. Tricia Lovell
Bahamas	Mr. Michael T. Braynen - Ministry of Agriculture and Marine Resources	
Barbados	Ms. Lorna Innis - Coastal Zone Management Unit	Ms. Angelique Brathwaite
Belize	Ms. Beverly Wade - Fisheries Department Ministry of Agriculture and Fisheries	Mr. James Azueta
Brazil	Ms. Lucia María Maierá - Ministry of Fisheries and Aquaculture MPA	Mr. Francisco O. Barbosa
Colombia	Ms. Elizabeth Taylor - Ministry of Environment and Sustainable Development	Ms. Ana Maria Gonzales, Ms. Andrea Ramirez
Costa Rica	Ms. Jenny Asch Corrales - National System of Conservation Areas, Ministry of Environment, Energy and Communications	
Cuba	Mr. Guillermo García Montero - National Aquarium	Mr. Hansel Caballero
Dominica	Mr. Harold Guiste - Fisheries Division, Ministry of Environment, Natural Resources, Physical Planning and Fisheries	Mr. Derrick Theophile
Dominican Republic	Ms. Ydalia Acevedo - Ministry of Environment	
Grenada	Mr. Francis Calliste - Fisheries Division, Ministry of Agriculture Forestry and Fisheries	
Guatemala	Mr. Mario Abel Díaz Anzueto - Ministry of Environment and Natural Resources	Ms. Maritza Aguirre
Guyana	Mr. Gary Baird – Ministry of Agriculture, Department of Fisheries	
Haiti	Mr. Lucienna Exil - Ministry of Environment, Coastal and Water Ecosystems Service	Mr. Joseph Astrel
Honduras	Mr. Rafael Amaro García - Secretary of Natural Resources and Environment	
Jamaica	Ms. Sherries Simpson - National Environment and Planning Agency (NEPA)	
Mexico	Mr. Antonio Díaz de León - Subsecretary of Planning and Environmental Policy SEMARNAT	

Nicaragua	Mr. Carlos Ramiro Mejía Urbina - Ministry of Environment and Natural Resources (MARENA)	
Panama	Ms. Ingrid Sainz - Division of Investigation and Development of the ARAP	
St. Kitts and Nevis	Mr. Marc Williams - Department of Marine Resources, Ministry of Agriculture and Marine Resources	
St. Lucia	Mr. Rufus George - Department of Fisheries, Ministry of Agriculture, Food Production, Fisheries and Rural Development	Ms. Sarah George
St. Vincent and Grenadines	Mr. Raymond Joel Ryan - Fisheries Division, Ministry of Agriculture, Rural Transformation, Forestry and Fisheries	Mr. Kris Issacs
Suriname	Mr. Wendly Ellis Ministry of Agriculture, Livestock and Fisheries	
Trinidad and Tobago	Ms. Elizabeth Mohammed Fisheries Division Ministry of Food Production, Land and Marine Affairs	Ms. Lara Ferreira
USA	Ms. Bonnie Ponwith, NOAA Fisheries Service	
Venezuela	Mr. Marco Aurelio Fernández - Ministerio del Poder Popular para Relaciones Exteriores; Coordinación de Soberanía Marítima	Mr. José Ramón Delgado
Other dependent territories	<i>To be confirmed</i>	

In general terms, in the context of the CLME SAP development and endorsement process the CLME NFPs will have primary responsibility for ensuring all relevant information streams (draft texts, comments and recommendations, or suggestions for amendments²³) between the CLME Project (PCU, SAP CDT and FEST) and all interested national parties (NICs, GEF OFP, endorsing parties, others, as relevant²⁴).

In particular, in their **quality of country representatives to the CLME Steering Committee**, each NFP will need to ensure that sufficient consultation on the draft CLME SAP has taken

²³ Reference can also be given here to the criteria mentioned under III.d, point 1

²⁴ CLME NFPs may be assisted by, and/or coordinate this process with the Case Study/Pilot Project Implementing Organizations, in those countries where the CS/PP Implementing Organizations are active on the ground.

place nationally, through the NICs or equivalent arrangements²⁵, so that **consensus on the final version of the SAP** can be achieved at the occasion of the **4th CLME Steering Committee meeting** (see also *Section III.h.1.*)

Specific tasks and responsibilities of the NFPs will be:

1. The CLME NFPs are responsible for the inter-sectoral consultation and coordination activities related to the CLME SAP.
 - Under the GEF “International Waters” approach, the inter-sectoral consultation process is typically expected to be conducted through the establishment and operationalization of **National Inter-Sectoral Committees** or equivalent arrangements (**NICs**; see also section **f** below).
 - Whenever possible and deemed adequate, preference may be given to the use of existing national inter-sectoral consultation and coordination arrangements, as mechanisms may already be in place to guarantee the sustainability in time of these arrangements.
 - In the absence of existing consultation and coordination mechanisms, NICs or similar arrangements will need to be implemented; due attention should be given to identifying arrangements that have a high potential of being sustainable in time (also in the CLME project after-life).
 - NFPs may request advice from the CLME PCU or may wish to check the CLME website or other participating countries on how to best operationalize the NICs.
2. NFPs are further requested to inform the CLME PCU as early as possible about the arrangements made by their country with regard to the inter-sectoral consultation and coordination process (including lessons learnt), so that the PCU can share the “good practices” and “lessons learnt” from these experiences with other interested parties (e.g. CLME countries still in the process of establishing NICs, others...²⁶

²⁵ Case Study and Pilot Project Implementing Agencies and Organizations may be in conditions to provide support to the NFPs in this process.

²⁶ A special section has been foreseen on the CLME website to facilitate the exchange of information on the national inter-sectoral consultation and coordination processes (e.g. recommendations for the composition of NICs, lessons learnt, best practices, etc.): <http://www.clmeproject.org/contenido/contenido.aspx?catID=598&conID=1028>

3. CLME NFPs are expected to provide the CLME PCU with a brief²⁷ description of the mechanisms they identified to sustain the national inter-sectoral consultation and coordination processes in time, so that the PCU can prepare the corresponding input for the SAP document (*see also the section on National Inter-sectoral Committees* of this document).
4. The CLME NFPs are expected to assist the CLME PCU in identifying the Minister(s) and Ministry(s) within their country that will be responsible for SAP endorsement. Once identified, the NFPs will further:
 - **keep the Minister(s)/Ministry(s) responsible for endorsing the CLME SAP duly informed on the progress of the SAP development process**
 - provide the CLME PCU with timely advice on the procedures to be followed to ensure endorsement of the CLME SAP, and assist the CLME Project to the best possible extent in securing national-level endorsement of the CLME SAP document.
 - for those cases where the signature of the GEF Operational Focal Point (OFP) has not yet been obtained for the CLME Project Document (ProDoc), the NFPs, together with the CLME PCU and/or UNDP, UNESCO IOC and any other relevant IGO or regional organisation²⁸ will endeavor to obtain their country's signature to the CLME ProDoc as early as possible.²⁹

During the CLME SAP development process, due consideration will be given to the possibility of applying for a new GEF grant to co-finance the implementation of the CLME SAP. CLME NFPs should therefore keep their national GEF Focal Points duly informed on relevant aspects of the CLME SAP development process. NFPs should also, if necessary, seek support from their OFPs for any such new requests for GEF (co-)financing emanating from the CLME SAP development process.

NFPs are thus expected to keep all relevant parties in their countries duly informed about the CLME SAP development, endorsement and future implementation process.

²⁷ More detailed descriptions can be incorporated in the National Action Plans (NAPs) that will be derived from the CLME SAP

²⁸ Possible organizations working with the CLME PCU to obtain national endorsement of the SAP could include UNEP-CEP, FAO, OSPESCA and CRFM through consultations and discussions with relevant high level officials within the participating countries.

²⁹ The CLME ProDoc (including the OFP signature pages) is available from the CLME project website: http://www.clmeproject.org/DocumentationCenter/CLME_Project_Document.aspx

f. National Inter-sectoral Committees (NICs) or equivalents

Cross-sectoral consultation and coordination is an important requirement for ensuring broad support at the national level for SAP endorsement and implementation.

Draft Strategic Directions and Ecosystem Quality Objectives, longlisted and shortlisted Strategic Actions and associated Targets, and other draft content of the CLME SAP are expected to be reviewed, commented upon and/or approved in each country through the NICs or equivalent arrangements or mechanisms. Opportunities will be provided to suggest modifications and/or additions to the draft SAP texts at each one of the critical stages of the SAP development process (see also Section II.c-e).

It is recommended that the following sectors are involved in these national cross-sectoral consultation and coordination processes: **government** (*fisheries, environment, coastal zone, foreign affairs, finances, ...³⁰*), **private sector**, **civil society**.

The operationalization and coordination of the activities of NICs or their equivalents falls under the responsibility of the CLME NFPs. NFPs and NICs may request advice from the CLME PCU on how to best conduct the inter-sectoral consultation and coordination process³¹.

Case Study and Pilot Project Implementing Agencies and Organizations are also requested to support the inter-sectoral consultation and coordination process, especially in those countries where the Case Study and Pilot Project activities are being conducted.

Under the GEF “International Waters” approach, cross-sectoral consultation and coordination has proven to hold great potential for contributing to improved LME resources governance and management. As such, efforts undertaken under the CLME Project to establish such mechanisms should not exclusively focus on the SAP development and endorsement process itself, but rather aim at the consolidation and sustained implementation of this “good practice”.

³⁰ As applicable

³¹ A special section has been foreseen on the CLME website to facilitate the exchange of information on the national inter-sectoral consultation and coordination processes (e.g. “Guidelines for NICs”, lessons learnt and best practice examples from the region etc.):

<http://www.clmeproject.org/contenido/contenido.aspx?catID=598&conID=1028>

g. CLME Project Advisory Group (PAG)

The CLME PAG has been set up at the beginning of the CLME Project, and consists of representatives of: UNDP, IOC UNESCO, UNOPS, UNEP, FAO, CERMES, CRFM, OSPESCA³².

At the occasion of the CLME PAG meeting(s), the PAG will review progress, and provide advice regarding further steps relating to the CLME SAP development, endorsement and implementation process, as applicable.

In addition, the CLME PCU may request the advice of the CLME PAG on matters relating to the CLME SAP at any stage of the SAP development and endorsement process. However, it needs to be noted that, with the exception of UNDP and UNOPS, the PAG member organizations are also represented on the SAP CDT. In cases where the advice of the full PAG may be required, a PAG consultation process may be set up by the CLME PCU and SAP CDT, preferentially by means of teleconference.

h. CLME Steering Committee (SC)

The CLME SC has been set up at the beginning of the CLME Project, and consists of representatives of the CLME participating and associated countries (the NFPs), the CLME implementing and executing agencies and organizations, and other co-financing or supporting partners and organizations.

The CLME SC normally convenes annually to analyze and discuss progress on the overall implementation of the CLME Project, to review, formulate recommendations and approve CLME technical documents and the CLME annual budget and work plan³³.

1. At the occasion of the 4th CLME SC meeting³⁴, i.e. prior to the presentation of this final SAP document to the National Ministers for their endorsement, the SC will be expected to attain consensus on the final content of the CLME SAP.

³² More information on the CLME PAG can be found on the CLME website:
http://www.clmeproject.org/Adv_Groups/PAG_members.aspx

³³ More information on the CLME SC can be found on the CLME website:
http://www.clmeproject.org/Proj_Gov/SC_members.aspx

2. Throughout the CLME SAP development process, additional consultation with the CLME SC may be planned if deemed necessary.
3. All CLME SC members are expected to advocate for broad support for the CLME SAP development, endorsement and implementation process at all relevant levels.

i. National GEF Operational Focal Points (GEF OFPs)

During the CLME SAP development process, due consideration will be given to the possibility of applying for new GEF co-financing to implement (parts of) the CLME SAP. Endorsement from the national GEF OFPs will be needed for any requests for additional GEF funding emanating from the CLME SAP development process.

j. Ministers (Environment, Fisheries,...)

Relevant Ministers in all CLME countries will be asked to formally endorse the final CLME SAP document, once it has undergone all the consultative and revision processes and has been agreed upon by the CLME SC to be ready for endorsement (*see also: role of the CLME NFPs and possibly the Case Study and Pilot Project Implementing Partners in this context*). Endorsement will occur by signing the signature pages of the final CLME SAP document.

k. Senior International SAP Expert

A senior SAP expert has been identified and may be consulted by the CLME PCU on specific aspects of the CLME SAP development and endorsement process (as deemed necessary or beneficial for successful delivery of the CLME SAP).

In the planning and execution of their responsibilities, all CLME parties are expected to give due consideration to the timeline for the SAP development process (especially in relation to the major milestones), as indicated under Section II d above.

³⁴ Tentative timing: January 2013