

AGENDA ITEM 5: OVERALL PROJECT IMPLEMENTATION STATUS

The description of the overall progress (and challenges/delays experienced) in project implementation is structured as follows in this document:

First, an overview is given of the **successes/achievements** to date, vis-à-vis the corresponding planning (milestones and targets) in the CLME+ Results Framework (**first table**). Subsequently, the **Targets-at-Risk**, and the reasons for these risks, plus an evaluation of their relevance to the overall project outcomes, are listed and discussed (**second table**). These sections are then followed by a discussion on the status of **Financial Implementation**. Giving due consideration to the previous analyses, main **Challenges** are described, and possible management **Responses** and **Recommendations** are listed for further consideration.

1. CLME+ Project Achievements

The CLME+ Project successes (full or partial), including activities implemented to support the achievement of milestones and targets outlined under the CLME+ Project Results Framework are described in the table below. The achievements identified below represent activities that either the CLME+ Project Coordination Unit and/or the Co-Executing Partners have responsibility for; i.e. they give the full picture of project implementation status.

It should be noted that the targets and milestones which are detailed in the table below include amendments (*especially in terms of the timeline for delivery*) to the original targets contained in the CLME+ Project Document.

Such amendments were proposed by the Project Executive Group (PEG) during the October 2017 PEG meeting, with the intention for these to then become formally approved by the CLME+ Project Steering Committee at its 2nd Meeting. The amendments proposed at that time resulted from -on one hand- an analysis and discussion on progress obtained by that date, and -on the other- an adaptive planning exercise (“way forward”), undertaken jointly by the CLME+ PCU and PEG in 2017. *Please note, however, that based on the results of the updated progress and risks analysis described in this document, further amendments are now being proposed and submitted for approval by the PSC under Agenda Item 13.*

Output	Target/Milestone	Full or partial achievement
OUTCOME 1 ¹ Integrative governance arrangements for sustainable fisheries and for the protection of the marine environment		
O1.1	TPI <i>Formal agreement between Brazil and the Cartagena Convention Secretariat</i> for the coordination of actions relevant to the Convention and its	Areas of Cooperation agreed with the Government of Brazil; Decision of 2016 IGM for Secretariat to establish cooperation agreement with Brazil; MOU Framework proposed and agreed; Draft MOU prepared and shared with Brazil for review; Signature expected prior to PSCM2.

¹ All Outcomes monitored annually in the APR/PIR

	Protocols, by Cartagena Convention COP 14 (first quarter of 2018)	
O1.1	T.PI2. (Milestone) Decision on a modality for the coordination of actions under the SPAW and LBS Protocols, at Cartagena Convention COP 13 (2014); (Target) Roadmap for collaborative action on SPAW and LBS available by first quarter of 2017	The first ever joint Scientific Technical Advisory Committee (STAC) Meetings of the LBS and SPAW Protocols under the Cartagena Convention took place in Miami in the 4th quarter of 2016. At both LBS and SPAW Conference of Parties (COP) meetings and the 17 IGM which took place in the 1st quarter of 2017, the Contracting Parties called on the Secretariat to seek opportunities to continue to integrate the habitats (SPAW) and pollution (LBS) work programmes. Further during the Joint LBS/SPAW STACs a Roadmap for collaborative action on SPAW and LBS was elaborated. This Roadmap was endorsed at the COPs of the SPAW and LBS Protocols and also at the 17 IGM. Milestone and Target met
O1.1	T.PI3. Decision among CLME+ partners on the interim coordination mechanism for sustainable fisheries, by the beginning of 2016	The Interim Coordination Mechanism for Sustainable Fisheries was formalized through a Memorandum of Understanding between three major Regional Fisheries Bodies (CRFM, OSPESCA and WECAFC-FAO) in January 2016. To date seven meetings of the interim mechanism have taken place. Target met
O1.1	T.PI4. (Milestone) Feasibility analysis (technical & economic feasibility, and political & social acceptance) of different region-wide governance arrangements for sustainable fisheries, available by July 2017;	A Feasibility Analysis of different region wide governance arrangements for sustainable fisheries undertaken and including a report on the reorientation of WECAFC was presented in June 2016, to the 16th Session of WECAFC at which time the Commission agreed to launch a process to establish a Regional Fisheries Management Organization (RFMO) "Milestone met" (with the important caveat that it is currently not clear yet whether the RFMO's mandate will cover species and marine space of the CLME and NBSLME)
O 1.1	T.PI5. (Milestone) Interim mechanism to support coordinated SAP implementation ² , formally established by end of first half of 2017 ;	The "CLME+ SAP Interim Coordination Mechanism" (ICM) was formally established in July 2017 with 5 IGOs signing the MOU and with all 8 IGOs (UNEP, FAO, UNESCO-IOC, CCAD, OSPESCA, CRFM, CARICOM Secretariat and OECS Commission) signing on by end of 2017. Creation of the CLME+ SAP ICM also laid the foundations for the formalization of a wider-ranging "Global Partnership for the Protection, Sustainable Use and Management of the CLME+ region" – see CLME+ Project Component 5. Milestone met
O1.1	T.PI6. (Target A) Consensus among CLME+-participating countries on a permanent, inclusive and sustainably financed policy coordination mechanism for sLRM governance, by end of 2019. (Target B) Formal adoption by the CLME+-participating countries of the mechanism, by Project End.	Consultancy Contract to identify options for a regional Permanent Policy Coordination Mechanism (PPCM) and a strengthened Regional Governance Framework for shared living marine resources and ocean governance in the CLME+ region, with an associated Sustainable Financing Plan (SFP), awarded to Centre of Partnerships for Development and commenced in November 2017. The Inception Phase of Consultancy was completed in March 2018. Phase 1 of the consultancy which is currently being implemented is expected to support a first regional consultation scheduled to take place in September 2018. During this first consultation CLME+ countries are expected to review and discuss the initial set of proposed PPCM/SFP options to support the Regional Governance Framework.

² For more details, see also Section 5.2 of this Project Document

O1.2	T.PI1. (Milestone) <i>Completed baseline analysis</i> of NIC mechanisms, including identification of good practices, by end of 2015	NIC analysis, inclusive of the identification of best practices, undertaken by co-executing agency UWI-CERMES and presented at the first CLME+ Project Steering Committee meeting in January 2016. A separate “Good Practice Guidelines for successful National Intersectoral Coordination Mechanisms (NICs)” document has been produced and can be accessed via http://www.cavehill.uwi.edu/cermes/getdoc/bacd7342-b08a-41d9-a5e4-fa64f6356c88/compton et al 2017 nic guidelines ctr 88.aspx Milestone met
O1.3	T.PI1. (Milestone) Strategy to support the mainstreaming of EBM/EAF concept and principles in policies, declarations, regulations, plans and legislation, <i>available by end of 2017;</i>	Strategy to support the mainstreaming of EBM/EAF concepts and principles, declarations, regulations, plans and legislation developed and submitted to CLME+ Project Coordination Unit. Milestone met
O1.3	(Target A) <i>EBM/EAF concepts and key principles integrated in at least 4 (sub)-regional policies relevant to the SAP, and in updated fisheries/environmental legislations/policies/plans in at least 60% of CLME+ countries where such updates occur between 2017 and 2019;</i>	First EBM/EAF baseline inventory undertaken. Results indicate that there is evidence supporting incremental EBM and EAF implementation in CLME+ countries. Two CLME+ sub-projects show signs of integration activity. No measurement available yet of updating.
O1.3	(Target B) <i>Gender and youth concerns mainstreamed</i> and incorporated in at least 3 (sub) regional policies relevant to the SAP, by end of 2019	Work has commenced on meeting this target however efforts are in the early stages.
O1.4	T.PI1. <i>MoUs and protocols</i> to facilitate access to/exchange of national and (sub)regional data sets developed and <i>endorsed by at least 40% of the relevant CLME+ partner organizations</i> , by end of 2018	This output and associated target is expected to facilitate delivery of Project Output 5.2. Difficulties with/delays with the work on O5.2. also led to delays on the work on this Target. A re-recruitment process for CLME+ PCU support staff (SERS and MMS position) undertaken in the first half of 2018 is now expected to allow the Project to move activities forward to facilitate exchange of/access to data information required for O5.2., in alignment with the spirit of this Project Activity/Target. It is noted in this context that in the meantime, data exchange agreements are also being/have already been worked on by other CLME+ Partner organizations.
O1.5	T.PI1. (Milestone) Sustainable financing plan (proposal), incl. evaluation and comparison of options, to be delivered by end of 2019 ; (Target) <i>Final version of the plan</i> addresses feedback from CLME+ partners on the initial proposal and is delivered by the end of Project	Merged with Output O1.1. T.PI6: Consultancy Contract to identify options for a regional Permanent Policy Coordination Mechanism (PPCM) and a strengthened Regional Governance Framework for shared living marine resources and ocean governance in the CLME+ region, with an associated Sustainable Financing Plan (SFP), awarded to Centre of Partnerships for Development and commenced in November 2017. The Inception Phase of Consultancy was completed in March 2018. Phase 1 of the consultancy which is currently being implemented is expected to support a first regional consultation scheduled to take place in September 2018. During this first consultation CLME+ countries are expected to review and discuss the initial set of proposed PPCM/SFP options to support the Regional Governance Framework.

OUTCOME 2 Enhanced institutional and stakeholder capacity for sLMR management at regional, sub-regional, national and local levels (with special attention to regional and sub-regional organizations with key roles in SAP implementation)		
O2.1	T.PI3. Regional Action Plan for reducing nutrient loads adopted by at least 30% of CLME+ countries and reviewed by the LBS STAC by 2018 and adopted at the latest by LBS COP (2018)	Approach to develop Regional Nutrients Strategy and Action Plan defined and major stakeholders identified. Workshop planned for July 2018, technical endorsement of the approach, Table of Contents and scope at 4 th LBS STAC and strategy/plan to be approved at 2018 LBS COP and IGM.
O2.2	T.PI1. (Target A) "C-SAP" document delivered and adopted by at least 8 CSO/FFO/youth organizations , by mid 2018;	A Microsoft Access database was developed which includes data/information on: - existing Civil Society Organisations (CSOs) (formal and informal) and community Small and Medium-Sized Enterprises (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; - existing civil society awareness raising and capacity building initiatives and mechanisms currently operational within the CLME+ region. A regional workshop to develop the CLME+ C-SAP was convened from January 16 – 19, 2018, in Trinidad and Tobago. A first draft of the CLME+ C-SAP was prepared in March 2018, and reviewed at the Donor Roundtable: Effective support for civil society and the Caribbean Sea and North Brazil Shelf Large Marine Ecosystems, March 20-21, 2018, Barbados. A finalized draft will be prepared by June 30, 2018 and circulated for CSO endorsement.
O 2.2	T.PI3. Small Grants coordination facility/mechanism developed by June 2018 and operational by August 2019	Microsoft Access database was developed which includes data/information on: - 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. A Donor Roundtable: Effective support for civil society and the Caribbean Sea and North Brazil Shelf Large Marine Ecosystems, was convened from March 20-21, 2018, in Barbados, to discuss the formation of the Small Grants Coordination Mechanism. The finalized report on the Roundtable Event, with Draft TOR and Work Plan will be prepared by June 30, 2018.
O2.3	T.PI1. (Milestone) Inventory of good practices for DIM/CAB/DM available by end of 2018	A special session was included in the main agenda of the 2017 GCFI Annual Conference, where a selection of innovative technologies (relevant to Data & Information Management/DIM and Decision-Making/DM) were presented to the GCFI community. Technical briefs on these solutions were delivered by the presenters. The CLME+ PCU will seek to bundle these (and possibly other) solutions and make them available for wider dissemination/consultation through the CLME+ Hub, by year end
O2.4	T.PI1 (Target A) First version of the Communications Strategy by end of 2016 ;	First version of CLME+ Overarching Communications Strategy developed and available to all co-executing partners by end of 2016 Target met

O2.4	(Target B) By mid-2018, components of the (updated) Communications Strategy ("Sub-Strategies") cover at least: <i>communication arrangements among the CLME+ Partnership; general awareness building among the broader CLME+ stakeholder community; experience exchange with the global LME Practitioners Community</i>	The first CLME+ Project Communication Specialist resigned in September 2017. Re-recruitment for this position could only be completed in April 2018. Work on revising the CLME+ Communications Strategy is now underway to incorporate new communications infrastructure and implementation plan and ensure that implementation of this Strategy and its different components can be duly initiated by July 2018.
O2.6	T.PI1. The Research Strategies will be expected to expand the knowledge base required to: (a) successfully implement the EAF approach in the CLME+; (b) support habitat protection and restoration efforts; (c) effectively reduce impacts from LBS pollution on key marine habitats (Milestone) At least 1 regional Research Strategy developed, addressing the needs for at least 1 of the themes mentioned above, by end of 2017; (Target A) At least 2 regional Research Strategies developed and endorsed by relevant sLMR governance bodies, addressing the needs for at least 2 of the above mentioned themes, by end of 2019	- Two workshops were conducted by GCFI (the Co-Executing Partner leading the work on this Output) which address 2 of the 3 strategies (LBS pollution and EAF approach). Reports of the meetings were developed. - Electronic surveys were developed for distribution to relevant email distribution lists. In addition, the surveys were distributed to specific target audiences such as 1) members of the WECAFC and 2) the Marine Spatial Planning DSS workshop participants at the 2017 GCFI in Panama. - A Table of Contents was developed in coordination with the PCU and other CLME+ Partners, and was informally endorsed by the PCU at the end April 2018.
OUTCOME 3 Progressive reduction of environmental stresses, and enhancement of livelihoods demonstrated, across the thematic and geographical scope of the CLME+ SAP		
O3.1	T.PI1. (Milestone A) <i>GEAF approach adopted</i> by key stakeholders (e.g. RFBs), by WECAFC Session 16; (Milestone B) <i>GEAF used to establish enhanced baseline values and EAF targets, within 12-18 months</i> of Sub-Project initiation ³ ; (Target) <i>process targets</i> , and (where applicable/feasible) stock and associated ecosystem & socio-economic <i>stress reduction and status targets systematically</i>	The following summarizes achievements that have taken place to date under the Spiny Lobster Fisheries Sub-Project: - Baseline revision/update of regional (OSPESCA) management regulations and legal framework in relation to the Caribbean Spiny Lobster - Support provided to some of the countries participating in the Spiny Lobster Sub-Project for the implementation of stages of the policy cycle - Updated Spiny Lobster Regional Management Plan presented to the Joint OSPESCA/CRFM/WECAFC-FAO Spiny Lobster Working Group Meeting in March 2018

³ Stock targets, and associated ecosystem and socio-economic/social justice targets

<i>tracked and evaluated, throughout the sub-project lifespan</i> T.PI2. Clear organizational mandates and stakeholder roles in all policy cycle components, and arrangement in place to facilitate interactive governance in at least the key range countries of the south central stock, by August, 2019 T.SRI1. (Target A) regional management plan adopted by end of 2017; (Target B) Implementation of the simultaneous 4-month closed season in at least 6 of the 7 CLME+ OSPESCA Member States, throughout the sub-project period; (Target C) simultaneous or largely synchronized closed season in at least 60% of CLME+ countries for which such measure is deemed meaningful (from a stock biology, and/or common market perspective), by August 2019; (Target D) coordinated measures against IUU, tailored to spiny lobster fisheries and with due attention to socially just solutions, implemented across the key range countries for the south central stock by August 2019; (Target E) at least 8 countries from the CLME+ have adopted, and are implementing, a lobster traceability system by August 2019; (Target F) aimed reduction in IUU spiny lobster fishing of at least 30% in min. 3 countries, by August 2019; (Target G) aimed reduction in spiny lobster fisheries-related human health hazards of at least 30% in min. 1 country, by August 2019; (Target H) at least 1 on-site evaluation of alternatives to established fishing methods, to enhance human well-being by August 2019	• Developed harmonized forms for spiny lobster stock assessments and presented to the Joint Spiny Lobster Working Group meeting in March 2018 • Multi-lingual and stakeholder tailored, printed and electronic awareness building materials distributed in 2017 and 2018 • OIRSA-OPESCA Letter of Agreement on Fish Products Traceability signed off in September 2017 • Development of a regional traceability standard which will contribute to combatting IUU fishing in the spiny lobster fishery commenced in 2017 • Identification of potential seaweed (seamoss) culture as an alternative economic activity in communities in Belize and Panama during the spiny lobster closed season. In talks with TNC regarding partnering with OSPESCA on this activity.
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O3.2	T.PI1. (Milestone A) <i>GEAF approach adopted</i> by relevant stakeholders (e.g. WECAFC, CRFM,...) by WECAFC Session 16; (Milestone B) GEAF used to establish <i>enhanced baseline values and EAF targets</i> within 12-24 months of Sub-Project initiation⁴; (Target) <i>process targets</i>, and (where applicable/feasible) <i>stock and associated ecosystem and socio-economic stress reduction and status targets systematically tracked and evaluated</i>, throughout the Sub-Project lifespan T.PI2. <i>Clear organizational mandates & stakeholder roles</i> in all policy cycle components, and <i>arrangement in place to facilitate interactive governance, at both the transboundary and country-level (at least 3 countries)</i>, by August, 2019 T.P&SRI1. (Target A - PI) <i>regional EAF fisheries management plan (FMP)</i> developed & adopted; (Target B - PI) <i>regional EAF action plan against IUU</i> adopted, <i>tailored to the NBSLME</i> and with due attention for socially just solutions; (Target C - P) <i>at least 50% of NBSLME countries with national EAF FMPs, with measures from the IUU R-POA mainstreamed</i> into these FMPs; (Target D - SR) <i>implementation of actions</i> under the FMPs <i>to combat IUU fishing initiated by at least 3 governments</i>; (Target E - SR) <i>civil society/private sector actions against IUU fishing</i> implemented <i>for at least 2 fisheries</i>; (Target F - SR) <i>aimed reduction of at least 25% of</i>	Inception Workshop for the Shrimp and Groundfish Fisheries held in collaboration with the North Brazil Shelf EBM Sub-Project in November 2018. Joint WECAFC-FAO/CRFM/IFREMER Shrimp and Groundfish Working Group meeting held in May 2018 where, amongst other things, discussions on stock assessments and the development of an EAF Shrimp and Groundfish Regional Management Plan, as well as national management plans were discussed.
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⁴ Stock targets, and associated ecosystem and socio-economic/social justice targets

	<i>transboundary IUU activities⁵ for a selected fishery, among at least 2 neighbouring countries, by August 2019</i>	
O3.3	T.PI1. (Milestone A) <i>GEAF approach adopted</i> by relevant stakeholders (RFBs), by WECAFC Session 16; (Milestone B) GEAF used to establish <i>enhanced baseline values and EAF-based targets</i> within 12-18 months of Sub-Project initiation⁶; (Target) <i>process targets</i>, and (where applicable/feasible) towards <i>stock and associated ecosystem and socio-economic stress reduction and status targets, periodically tracked and evaluated</i> T.PI2. (Target A) <i>Arrangement(s) for full involvement of French Overseas Territories</i> in flyingfish management <i>in place</i> by August 2019 ; (Target B) <i>Enhanced knowledge & information base</i> to support fine-tuning, adoption and implementation of EAF management measures, by August, 2019 T.P&SRI1. (Milestone - P) <i>Revised and enhanced sub-regional plan finalized/approved by SPE</i>; (Target A – P & SR) <i>Stress reduction/limiting measures, identified</i> under the sub-regional and national plans, and <i>initiated in at least 2 countries</i>, by August, 2019; (Target B - SR) implementation of <i>management plan measures in at least 4 countries participating in the fishery by August 2019</i>; (Target C - SR) <i>Vessel registry system implemented in at least 1 country, by August 2019</i>; (Target D - SR) <i>at</i>	The following summarizes achievements that have taken place to date under the Flyingfish Fisheries Sub-Project: • A review and analysis of the implementation of the Flyingfish Fishery Management Plan undertaken and results being used to provide a basis for further development of recommendations. • Preliminary suite of recommendations proposed for Updating the Eastern Caribbean Flyingfish Fishery Management Plan • A draft Cooperation Agreement between France and CRFM has been prepared. • First series of stakeholder consultative processes in 4 countries targeting flyingfish undertaken to facilitate stakeholder input regarding recommendations and the cooperation agreement • Initial (baseline) KAP surveys completed • Preliminary list of indicators/reference points for incorporation into the GEAF-based M&E Framework have been proposed as part of the CLME+ SAP M&E development process

⁵ Where feasible, measures against IUU fishing will aim at being synergetic with the aim of reducing human hazards among fisherfolk (e.g. fisherfolk, weather-related hazards, etc.)

⁶ Stock targets, and associated ecosystem and socio-economic/social justice targets

	<i>least 1 business case for enhanced livelihoods, with special attention to the role of women, developed and tested, by August 2019; (Target E – sP & SR) fishery remains its status of “not over-fished” by August, 2019 ; management plans/measures in place that will allow to maintain this status in the medium- to long-term</i>	
O3.4	T.PI1. (Milestone A) GEAF approach adopted by relevant stakeholders, for the different intervention sites by UNEP-CEP IGM in 2017; (Milestone B) GEAF used to establish enhanced baseline values and EBM targets (process, stress reduction and environmental & socio-economic status indicators)⁷; (Target) systematic M&E of targets set under Milestone B, throughout the sub-project’s lifespan T.PI2. Clear organizational mandates & stakeholder roles in all policy cycle components, and arrangement in place to facilitate interactive governance, at both the transboundary and country-level (at least 3 countries), by August 2019 T.SRI1. (Target) at least 3 intervention sites where a comprehensive package of measures is under implementation that deals simultaneously with at least 5 of the following elements by August 2019: (i) habitat protection, (ii) habitat restoration; (iii) promotion of sustainable fishing practices; (iv) elimination of harmful fishing practices (e.g. measures against IUU, protection of grazer species); (v) measures to control pollution; (vi)	The EBM Sub-Project for the North Brazil Shelf LME was developed and a joint Inception Workshop with the Shrimp and Groundfish Fisheries Sub-Project (facilitated by WECAFC-FAO) convened in Nov 2017. Contracts with participating countries to be finalized by June 2018 and Implementation to begin by July 2018.

⁷ Stock targets, and associated ecosystem and socio-economic/social justice targets

	measures to mitigate the impacts from pollution on marine habitats; (vii) control/mitigation of impacts from invasive species; (viii) enhanced resilience towards impacts of climate change; (ix) sustainable financing; (x) enhanced/alternative livelihoods, social justice (with special attention to the role of women and minority groups	
O3.5	T.PI1. (Target A) At least 1 initiative under the C-SAP, and at least 1 initiative under the P-SAP co-financed; (Target B) both actions linked to, and supportive of at least 2 other Outputs under this Project Component	The national workshop to develop a strategy and action plan to build the capacity of fisherfolk and technical support agencies to cultivate sea moss and commercialise its production, was held from July 11 – 12, 2017, in St. Kitts and Nevis, and a workshop report with the strategy and action plan prepared.
OUTCOME 4 Financing catalysed for the up-scaling of priority actions for the protection of the marine environment and for ensuring sustainable, climate-resilient livelihoods and socio-economic development from sLMR use		
OUTCOME 5 Regional socio-economic benefits and Global Environmental Benefits from SAP implementation are maximised through enhanced collaboration, planning & adaptive management, and exchange of experiences and lessons learnt		
O5.1	T.PI1. <i>Active involvement of min. 70% of CLME+ countries in Project and SAP implementation, by end of 2017</i>	Eighteen countries have signed the CLME+ Project Document and 25 countries have endorsed the CLME+ SAP. Further twenty-two countries have nominated CLME+ Project National Focal Points. Many countries are participating in regional projects that support CLME+ SAP and Project implementation. Target met (subjective)
O5.1	T.PI3. <i>Active participation of at least 12 organizations with mandates highly relevant⁸ to the SAP, by end of 2017.</i>	Project Co-executing agreements have been finalized with eight of the nine partners who will be assisting with the implementation of the CLME+ Project activities. The partners include: FAO, OSPESCA, CRFM, OECS Commission, UNEP, CANARI, GCFI and UWI-CERMES. The Caribbean Community and the Caribbean Sea Commission of the Association of Caribbean States, UN ECLAC and a number of other prospective partners including The Nature Conservancy, Conservation International, the Caribbean Biodiversity Fund, the Caribbean Biological Corridor and the Commonwealth submitted Letters of Intent or otherwise expressed interest in partnering with the CLME+ Project on SAP implementation. The conceptual approach to an expanding network of organizations and individuals contributing to SAP implementation and achievement of SDG14 in the CLME+ region, with differentiated responsibilities (the CLME+ “Partnership” and “Alliance”) was fine-tuned

⁸ see UWI-CERMES Technical Report Nr 60 (Mahon *et al.*, 2013)

		during 2017, leading to the development and adoption of the CLME+ Partnership TORs by year end. Target met
O5.1	T.PI4. (Milestone) at least 15% of identified PPIs are actively engaged in SAP implementation by end of 2017.	An online database was created, capturing Projects, Programmes and Initiatives (PPI's) that support/contribute to the achievement of the Vision and Goals of the CLME+ SAP. Regional Projects being implemented within the CLME+ region that are supportive of the CLME+ Strategic Action Programme include, e.g.: - Caribbean Marine Atlas, Phase 2 - Caribbean Regional Oceanscape Project (CROP) - Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small Scale Fisheries (StewardFish) - Caribbean Billfish Project - Integrated Transboundary Ridge to Reef Management of the Mesoamerican Reef (MAR2R) The "PPI" database is accessible through the CLME+ Hub https://clmeplus.org/ppi-search/ Milestone partially met (subjective)
O5.1	T.PI5. Coordination of PPIs towards SAP implementation results in a total "portfolio"/investment value of at least USD 180 million by end of 2017, and of USD 350 million by end of 2019	Wide-ranging political endorsement of the SAP by CLME+ countries has facilitated the leveraging of additional resources, especially from the GEF, for (coordinated) SAP implementation. Precise data are currently lacking to adequately assess progress towards this Milestone and Targets, but it can reasonably be assumed from e.g. the content of the PPI database and from the Featured Projects section on the CLME+ Hub (www.clmeplus.org) that the milestone is met/exceeded, and that the end target will be achieved Milestone met (subjective)
O5.2	T.PI1. CLME+ indicator sets, monitoring approaches and/or protocols adopted (incl. assignment of long-term responsibilities) by at least 33% of the members of the "CLME+ Partnership", incl. all members of the interim SAP coordination mechanism⁹, by end of 2017 and actively utilised by end of 2019.	Conceptual approach to SAP M&E fine-tuned during 2017, with template Methodological Sheet for SAP Action Monitoring and GEAF adopted to assist with evaluation of SAP implementation at (sub)Strategy-level; draft indicator set for SAP evaluation, partial progress with development of indicators and identification of associated baseline, status and target values for SAP Action monitoring, including through engagement of ICM members (role of ICM members in SAP M&E captured in ICM MOU); some important delays are however reported (HR capacity constraints) and substantial additional work required to achieve the 2019 target; re-recruitment being completed by PSCM2 (CLME+ SERS and MMS, in replacement of CLME+ EMRS position) as remedial measure.

⁹ For more information on the interim SAP coordination mechanism: see Output 1.1 (Target T.PI5), as well as Section 5.2 of this Project Document

		2017 Target partially met
O5.2	T.PI2. <u>Outline for the “State of...CLME+” report and structure for the (network of) web portal(s)</u> (milestone) draft developed by end of <u>first quarter 2017</u> and <u>endorsed by the majority of</u> contributing parties (incl. <u>the</u> members of the interim SAP implementation coordination mechanism), by <u>at the latest end of 2017</u>	Progress on the Outline for the “State of the Marine Environment and associated Economies in the CLME+ region” report was presented to the CLME+ SAP Interim Coordination Mechanism (ICM) at their meeting 8-9 September 2016, during a teleconference 11 April 2017, and during the CLME+ SAP ICM meeting 25-26 May 2017. To date, the SOME Outline has been endorsed by the constituents of the ICM members: - CRFM - FAO - OECS - OSPESCA - UN Environment CEP - IOCARIBE Capacity constraints have not allowed for further progress relating to the development of the network of web portals that would support the SOME mechanism, beyond the current (still basic/limited) linkages between the CLME+ Hub and the Caribbean Marine Atlas CMA2 Geonode Milestone partially met
O5.3	T.PI1. (Milestone) <u>Project website(s)</u> with relevant content & functionality online by end of <u>first quarter 2017</u>	A basic CLME+ Project website with basic content and functionality was developed and available in English and Spanish by the first quarter of 2017. The CLME+ Project website was embedded in/linked to an over-arching online hub, the “CLME+ Hub” (www.clmeplus.org), which aims at bringing together, and sharing information relative to the SAP among the (future) members of the CLME+ Partnership. The Hub also aims to provide access to tools and databases developed under other activities/outputs of the CLME+ and other relevant SAP implementation projects. Link with Caribbean Marine Atlas 2 Milestone met Due to the absence of a Communications Specialist, the website had not been updated during the period September 2017-April 2018, and further development of the Hub slowed down substantially during this period. With the arrival of the new CLME+ Communications Specialist, ambitions are now being up-scaled to more fully support and inform the CLME+ Project and SAP stakeholder community through these sites (this includes the additional of functionality and content, and the regular provision of new and updated information)
O5.3	T.PI3. Active <u>participation of CLME+ in: 2 LME Conferences</u> (2015-17-19); min. 3 <u>LME Consultative Group Meetings</u> ; min. 2 <u>LME:LEARN twinnings/exchanges</u> ; min. 2 <u>regional LME:LEARN workshops</u>	The CLME+ PCU and/or CLME+ stakeholders have attended the biennial GEF IWC Conference in 2016, the annual LME:COP meetings in 2015, 2016 and 2017, the regional LAC LME workshop and LAC IW Caucus meeting in resp. 2016 and 2017 Milestone partially met; on track to be fully met
O5.3	T.PI5. <u>Min. 1% of CLME+ GEF grant dedicated to IW:LEARN-related dissemination, twinning & exchange activities</u>	Funds have been reserved under the CLME+ Project Budget and activities have been planned to ensure this mandatory GEF Target is met. So far this has included active attendance at IW/LME:LEARN-related events (see also previous point), the planning of twinning activities with PEMSEA, the sharing of the CLME+ experiences on the CLME+ SAP ICM with the global LME Community, amongst others On track

2. High Risk Targets

A number of Targets for activities being implemented either by Co-Executing Partners and/or the CLME+ Project Coordination Unit have been identified as being at high risk of not being successfully met by the current CLME+ Project end date. Not all these Targets (which are associated to individual Project Outputs) are equally relevant for the achievement of the overall Project Outcomes and Development Objective. It is to be noted, for example, in this context, that a failure to deliver on a (High-Risk) Target that is of low(er) relative relevance to the over-arching project outcomes may have a limited impact on overall project performance. For this reason, an indicative assessment is provided together with the Target of its expected impact on overall project performance:

The Targets, their overall relevance rating (“**LOW**”, “**MEDIUM**”, “**HIGH**” and “**VERY HIGH**”), as well as the reason their delivery is perceived to be at high risk are presented in the table below:

Output	Target	Reason Perceived as High Risk
Output1.1 (O1.1) <i>Decisions on coordination & cooperation arrangements and institutional mandates</i> , in line with SAP Strategies 1 (<i>environment</i>), 2 (<i>fisheries</i>) and 3 (<i>cross-sectoral policy coordination</i>)	T.PI6. (Target A) <i>Consensus</i> among CLME+ participating countries <i>on a permanent, inclusive and sustainably financed policy coordination mechanism</i> for sLRM governance, by end of 2019. (Target B) Formal adoption by the CLME+ participating countries of the mechanism, by Project End.	The success of these targets are dependent on the early buy-in and continuous involvement of CLME+ countries in the processes that have been put in place to support the CLME+ region in deciding on, and formally adopting a Permanent Policy Coordination Mechanism for the regional governance framework Relevance: VERY HIGH – CLME+ Project flagship/cornerstone output; issue not being addressed by any other project or initiative
Output 1.5 (O1.5) <i>Sustainable financing mechanism(s) to ensure short, medium and long-term operations of the sLMR</i>	T.PI1. (Milestone) Sustainable financing plan (proposal), incl. evaluation and comparison of options, to be delivered by end of first quarter of 2018 ; (Target) <i>Final version of the plan</i> addresses feedback from CLME+ partners on the initial proposal and is delivered by the end of 2018 T.PI2. <i>Support for the Sustainable Financing Plan confirmed by at least 14 CLME+ countries</i> , by end of 2019	The success of this target is dependent on the early buy-in and continuous involvement of CLME+ countries in the processes that have been put in place to support the CLME+ region in deciding on, and providing support for the proposed Sustainable Financing Plan to support the work of the regional governance framework Relevance: VERY HIGH – CLME+ Project flagship/cornerstone output; issue not being addressed by any other project or initiative
Output 2.2 (O2.2)	T.PI2 (Milestone) <i>“P-SAP” document delivered by June 2019</i> ; (Target A) <i>“P-SAP” adopted by at least</i>	Delays experienced in commencing the process associated with

<i>Civil Society and Private Sector Action Programmes (C-SAP and P-SAP), that are sensitive to gender concerns and complement and support the implementation of the CLME+ SAP</i>	<i>15 private sector organizations/partners (incl. at least 3 with regional-level impacts), by end of 2019; integration with the investment plan(s) of Output 4.2 achieved by end of 2019; (Target B) direct participation in the implementation of SAP priority actions by at least 8 private sector partners, of which at least 3 multi-nationals, by end of Project;</i>	implementing this target has been due to staff capacity limitations and staff turn-over at the CLME+ PCU, and the lengthy duration of the re-recruitment processes. It has further been recognized that the approach utilized in the development and endorsement of the CLME+ SAP and C-SAP needs to be different in relation to the P-SAP. As such it may be difficult to develop an ambitious P-SAP, and obtain the necessary buy-in expressed in the associated targets within the currently limited remaining timeframe. Relevance: HIGH – private sector engagement is essential to achieve the Vision/Objectives of the CLME+ SAP
Output 2.3 (O2.3) LOW <i>Identification of good practices for data & information management (DIM), and of best available (innovative) technologies and tools, to support communication, awareness building (CAB) and decision-making (DM) processes</i>	T.PI1. (Milestone) <i>Inventory of good practices for DIM/CAB/DM</i> available by end of 2018 T.PI2. (Milestone) <i>Innovative DIM/CAB/DM tools tested and results documented from at least 3 CLME+ countries</i>, by end of 2017; (Target) <i>Conclusions</i> from the tests <i>applied to the CLME+ Sub-Projects</i> under COMPONENT 3, <i>and/or</i> used in the development of <i>Investment Plans</i> under COMPONENT 4, by end of 2019	Whilst work has commenced on this Output with the hosting of a Session on Innovative Technologies and Tools to Support Implementation of Ecosystem-Based Management and the Ecosystem Approach to Fisheries in the CLME+ Region in 2017, the lack of technical staff within the PCU to move this output forward, when compared to other more important outputs, could lead to the removal of this output from the Project Results Framework. Relevance: LOW as it is not deemed essential for ensuring the achievement of Outcome 2.
Output 3.2 (O3.2) Well-planned, progressive <i>transition to an ecosystem approach for the shrimp and groundfish (S&GF) fisheries</i> of the NBSLME	T.PI1. (Milestone A) <i>GEAF approach adopted</i> by relevant stakeholders (e.g. WECAFC, CRFM,...) by WECAFC Session 16; (Milestone B) <i>GEAF used to establish enhanced baseline values and EAF targets</i> within 12-24 months of Sub-Project initiation¹⁰; (Target) <i>process targets</i>, and (where applicable/feasible) <i>stock and associated ecosystem and socio-economic stress reduction</i>	When this Sub-Project was defined, it was originally written as a 4 year project. However due to delays with the formalization of the co-executing agreement and other recruitment related delays, a sub-project which was originally supposed to be

¹⁰ Stock targets, and associated ecosystem and socio-economic/social justice targets

	<i>and status targets systematically tracked and evaluated</i>, throughout the Sub-Project lifespan T.PI2. <i>Clear organizational mandates & stakeholder roles</i> in all policy cycle components, and <i>arrangement in place to facilitate interactive governance, at both the transboundary and country-level (at least 3 countries)</i>, by August, 2019 T.P&SRI1. (Target A - PI) <i>regional EAF fisheries management plan (FMP)</i> developed & adopted; (Target B - PI) <i>regional EAF action plan against IUU</i> adopted, <i>tailored to the NBSLME</i> and with due attention for socially just solutions; (Target C - P) <i>at least 50% of NBSLME countries with national EAF FMPs, with measures from the IUU R-POA mainstreamed</i> into these FMPs; (Target D - SR) <i>implementation of actions</i> under the FMPs to combat IUU fishing initiated by at least 3 governments; (Target E - SR) <i>civil society/private sector actions against IUU fishing</i> implemented for at least 2 fisheries; (Target F - SR) <i>aimed reduction of at least 25% of transboundary IUU activities¹¹ for a selected fishery, among at least 2 neighbouring countries</i>, by August 2019	implemented in 4 years, will now need to be implemented in 18 months. Relevance: HIGH
Output 3.4 (O3.4) Demonstrating the <i>transition to an Ecosystem-Based Management (EBM) approach</i> at the sub-regional/site level in the CLME+, with special attention to the integration with Output 3.2 in the case of the NBSLME sub-region	T.PI1. (Milestone A) <i>GEAF approach adopted</i> by relevant stakeholders, for the different intervention sites by UNEP-CEP IGM in 2017; (Milestone B) <i>GEAF used to establish enhanced baseline values and EBM targets</i> (process, stress reduction and environmental & socio-economic status indicators)¹²; (Target) systematic M&E of targets set under Milestone B, throughout the sub-project's lifespan T.PI2. <i>Clear organizational mandates & stakeholder roles</i> in all policy cycle components, and <i>arrangement in place to facilitate interactive governance, at both the transboundary and country-level (at least 3 countries)</i>, by August 2019 T.SRI1. (Target) <i>at least 3 intervention sites</i> where a <i>comprehensive package of measures</i> is under implementation that deals simultaneously with at least 5 of the following elements by August 2019:	Demonstrations to be initiated under this Output were to take place both within the Caribbean and North Brazil Shelf Large Marine Ecosystems. Whilst a Sub-Project has been defined for the countries within the North Brazil Shelf LME, an initiative within the Caribbean LME has not been identified or defined to date. Relevance: LOW – the resources available under the CLME+ Project for the CLME demonstration case are very limited, mostly intended to be used for a modest expansion of the scope of an already existing

¹¹ Where feasible, measures against IUU fishing will aim at being synergetic with the aim of reducing human hazards among fisherfolk (e.g. fisherfolk, weather-related hazards, etc.)

¹² Stock targets, and associated ecosystem and socio-economic/social justice targets

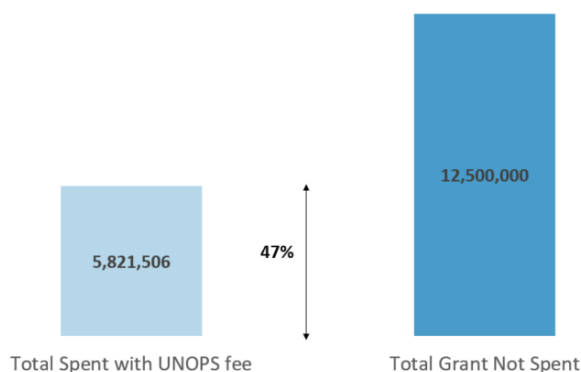
	(i) habitat protection, (ii) habitat restoration; (iii) promotion of sustainable fishing practices; (iv) elimination of harmful fishing practices (e.g. measures against IUU, protection of grazer species); (v) measures to control pollution; (vi) measures to mitigate the impacts from pollution on marine habitats; (vii) control/mitigation of impacts from invasive species; (viii) enhanced resilience towards impacts of climate change; (ix) sustainable financing; (x) enhanced/alternative livelihoods, social justice (with special attention to the role of women and minority groups	initiative (i.e. to make it more “holistic”/EBM). Other projects exist in the CLME demonstrating EBM, and additional resources can be leveraged with relative ease through separate projects. Elimination of this contribution from the CLME+ Project is not considered to substantially jeopardize progress towards EBM in the CLME
Output 5.2 (O.5.2) A prototype CLME+ ecosystem status and SAP implementation M&E mechanism	T.PI1. <i>CLME+ indicator sets, monitoring approaches and/or protocols</i> adopted (incl. assignment of long-term responsibilities) by at least 33% of the members of the “CLME+ Partnership”, incl. all members of the interim SAP coordination mechanism¹³, by end of 2017 and actively utilised by end of 2019. .PI2. <i>Outline for the “State of...CLME+” report and structure for the (network of) web portal(s)</i> (milestone) draft developed by end of first quarter 2017 and endorsed by all contributing parties (incl. all members of the interim SAP implementation coordination mechanism), by at the latest end of 2017	Substantial delays due to complexity of the matter and HR capacity constraints, with impacts aggravated due to existing HR policies. This is currently being remediated by the PCU through a re-recruitment process; however, the reduced remaining time frame for successful delivery, and the need to align the development process for these outputs with the timelines of ongoing governance processes in the region (required to promote ownership, achieve buy-in and sustainability of results) constitutes an important risk. Relevance: VERY HIGH – CLME+ Project flagship/cornerstone output, linked to the mandates of the ICM and, as currently anticipated, the future PPCM; issue not being addressed by any other project or initiative

3. Financial Implementation:

¹³ For more information on the interim SAP coordination mechanism: see Output 1.1 (*Target T.PI5*), as well as Section 5.2 of this Project Document

Having reached half the duration of the project, 47% of the total GEF fund has been spent or transferred to partners which involves a total amount of 5.82 MM (Graph 1).

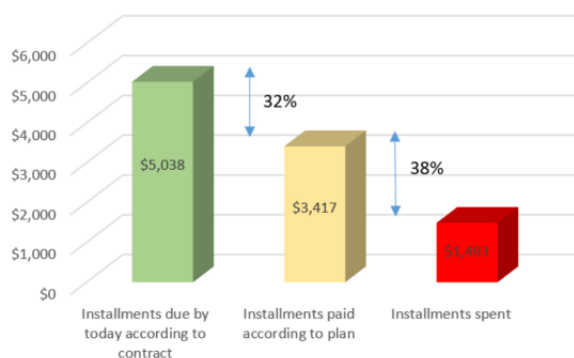
Graph 1: Total Spent vs Total GEF Grant (until April 2018)



44% of the amount transferred to the co-execution agreements (1.49 MM of a total of 3.41 MM) has been spent by partners (Graph 2). This is explained by initial difficulties in the kick-off the agreements and subsequent internal delays of partner's execution. This fact increases the need for a closer monitoring of financial performance and a more accurate reporting of technical implementation linked with the expenditure level. As well, it requires permanent partners' commitment with the Budget control and forecasts reported as well as the accountability with the financial management in order to prevent on time any upcoming implementation risk that have to be addressed with corrective measures which should lead, at the end, to the successful achievement of project milestones.

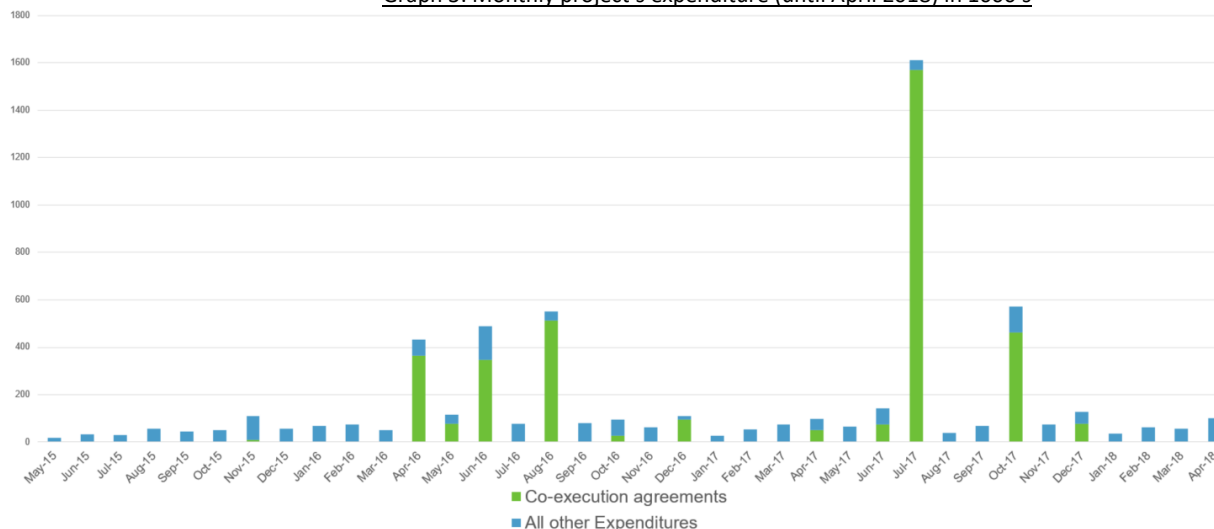
This low expenditure level has prevented the Project Coordination Unit to release some of the agreement's instalments due, since partners have not been able to consume the funds already transferred (Graph 2). Then, there is around 1.6MM of pending instalments that need to be released once expenditure performance improves.

Graph 2: Total Spent vs Total GEF Grant (until April 2018) in 1000's



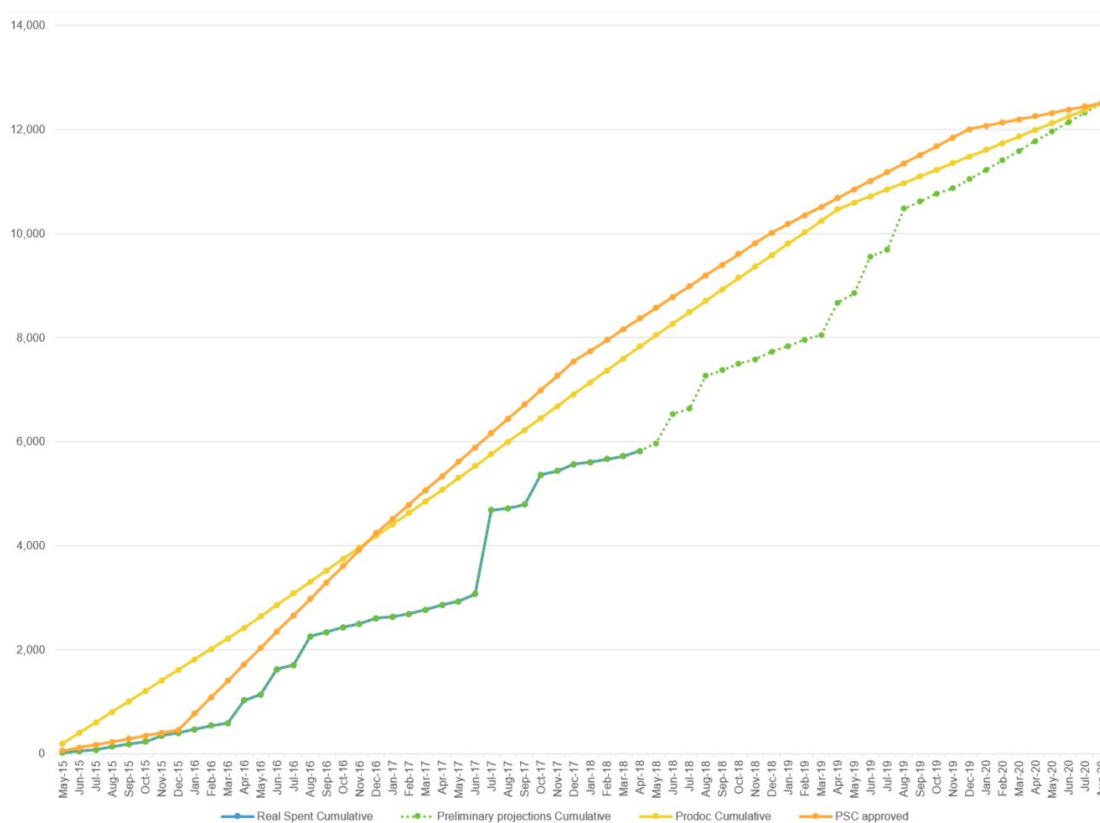
Around half of the whole project Budget depends on the co-execution agreements, so partner's performance has a considerable impact in project's expenditure (Graph 3). Therefore, timely disbursements of the agreement's installments are correlated with the financial allocation and the achievement of Budget objectives (Graph 4).

Graph 3: Monthly project's expenditure (until April 2018) in 1000's



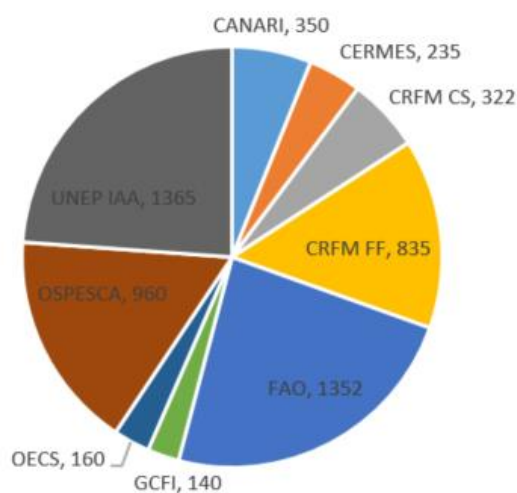
There is a gap of around 2M, between real implementation and the last budget approved by the SCM, which is explained by the slow partner's financial execution (1.6MM of instalments not released, explained above) and also internal delays of the Project Coordination Unit to execute its own budget's activities (outputs related mainly with the SAP M&E outputs, SOME, Communication Strategy and P-SAP).

Graph 4: Monthly project's expenditure versus Prodoc budget and last PSC approved Budget in 1000's



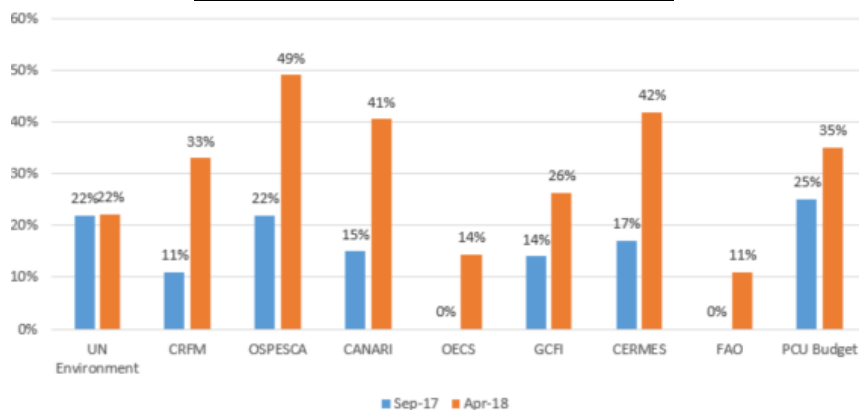
It's necessary that the more intense management control involves detailed planning of activities linked to the expenditure implied and periodical revision from PCU of the financial execution aligned to milestones implementation, especially to monitor UNEP's and FAO's performance which are the co-execution agreements which involve more resources (Graph 5).

Graph 5: Distribution of funds per partner according to the signed agreement in 1000's



Since the last PEG meeting by the end of 2017, there was an improvement of most of partners' performances (Graph 6), however it's evident that is necessary to speed up the implementation during 2018 and 2019.

Graph 6: Percentage of Budget Spent per partner



4. Challenges

A number of challenges have been experienced to date by both the Co-Executing Partners and the CLME+ PCU in relation to the implementation of activities which support the achievement of Targets outlined under the CLME+ Project Results Framework. Some of these major challenges are outlined below:

- A number of unforeseen delays have been experienced by both the CLME+ PCU, as well as Co-Executing Partners in the implementation of CLME+ project activities. It took long to finalise all co-executing agreements between UNOPS and project partners a result of some organizational challenges. Further, the implementation of a number of activities were delayed as in some instances it took longer than originally anticipated to have a clear understanding of the scope of activities.
- Turn-over of human resources both within the CLME+ PCU and within some of the offices of co-executing partners have resulted in prolonged periods of low activity or inactivity. In many instances the timeframe between when an officer vacates a post and a new person is appointed has been longer than six months. Further, additional time is required to apprise the newly recruited individual about the CLME+ Project and SAP.
- Unexpected delays experienced by both the PCU and a number of co-executing partners during the recruitment process has further resulted in delays in the implementation of a number of CLME+ Project related activities.
- Delays experienced with the commencement of a number of CLME+ activities has resulted in the challenge that a number of activities which originally had a longer timeline now need to be implemented within a much shorter timeframe. This increases the risk that a number of the activities may not be successfully completed by the current project end date. In some cases, it also eliminates the opportunity to achieve full buy-in from, and/or endorsement and uptake of associated CLME+ Outputs by key CLME+ stakeholders and the constituents of key Inter-Governmental Organizations with a mandate on the marine environment; in many cases, the (regular) meeting and activity schedules of these IGO's can only be influenced up to a certain extent by the Project, and delays in project implementation may therefore mean that important opportunities are missed to achieve such buy-in/uptake and hence ensure sustainability of project results (think, e.g. the biennial periodicity of certain IGO meetings)
- Many co-executing agencies have indicated that limited financial and human resources within their organisations have impacted the timely implementation of some activities as their staff have many tasks that they are responsible for: the CLME+ Project being only one of many.
- The absence of a Communications Specialist within the CLME+ PCU made it difficult for the PCU as well as the co-executing partners to adequately implement the Project's communication strategy and keep stakeholders informed about, and engaged with certain project activities.
- Low level of awareness or interest in the CLME+ SAP and its implementation makes it difficult to engage countries and obtain information from respondents.
- A number of co-executing partners cited low responses and low engagement by countries in relation to CLME+ related activities.
- There may be a perception of low engagement with and ownership over CLME+ Project activities among some of the CLME+ countries. It is to be noted, however, in this context, that in many instances engagement of CLME+ countries in the project activities occurs through sessions and/or meetings organized by CLME+ Project co-executing partners, several of which are Intergovernmental Organisations. Country representatives at these fora do not necessarily

coincide with the CLME+ Project designated National Focal Points (NFPs). This, combined with weaknesses/capacity constraints in the initial implementation of the CLME+ Communication Strategy, may have contributed to reduced awareness/appreciation among CLME+ NFPs about how CLME+ Project activities are supporting the agenda and programmes/activities of participating countries. This

- Bureaucracy and organizational administrative and financial systems can result in unanticipated complications and unforeseen delays.

5. Responses

A number of measures were put in place in an attempt to mitigate some of the challenges outlined above and are presented below:

- In an attempt to address the delay in finalizing the co-executing agreements with co-executing partners (caused initially by discrepancies in administrative procedures and requirements among the Executing and GEF Agency, and subsequently administrative capacity, procedures and requirements of some of the co-executing agencies), the CLME+ PEG agreed to a *de facto* 4 month extension of the initial project duration, to partially compensate for these delays. In practice, this means that the CLME+ Project end date would move from April 2020 to August 2020 once such 4-months extension becomes formalized. Whilst it is generally interpreted that the Project Coordination Unit (PCU) and the Project Executive Group (PEG) is now working with this new end date in mind, the 4 month no-cost extension has not been formalized as yet, the reason being that policy changes within both UNDP and UNOPS allow for the processing of only one no-cost extension within a project lifespan. In light of the foregoing, the Project Coordination Unit wants to first (a) confirm that the proposed 4-month extension is sufficient to allow for the successful completion of CLME+ activities, and (b) that this, or any other additional extension proposed by the PEG is endorsed by the Project Steering Committee, before such extension of the Project End Date is formally processed.
- In an attempt to assist both co-executing partners and the CLME+ Project Coordination Unit to better track and monitor project implementation (i.e. both technical and financial implementation status), the CLME+ Project Coordination Unit introduced an online Project Planning and Implementation Monitoring tool based on the “Smartsheet” project management software package, co-managed by the PCU and co-executing partners, and with results being made available to the Project Steering Committee through the Project Website Intranet. Implementation of this tool now allows the PCU, PEG members and the Project Steering Committee to continuously monitor progress with the implementation of project activities.

6. Recommendations

The following have been put forward as possible recommendations which could improve the overall implementation of CLME+ Project activities:

- Procure enhanced communications on CLME+ SAP and Project scope, outputs and activities within CLME+ countries, as well as between the CLME+ PCU, Co-Executing Partners and country focal points (inclusive of both CLME+ Focal Points and IGO Focal Points), to ensure increased awareness, buy-in and ownership, and hence relevance and sustainability of project outputs and results

- Adaptive management of project and subproject work plans, particularly in relation to activities identified as high risk, specifying how such risks can be reduced or mitigated, and applying corrective measures (as needed) during implementation based on intensified tracking of progress; increase the periodicity of progress reporting under the Co-Executing Agreements from 6-monthly to 3 monthly
- Expedite project execution on all fronts and increase/intensify tracking and monitoring of project activities
- Consider redefining some of the project outputs to reflect what is technically and financially feasible within the existing Project timeline, especially in cases where such does not substantially/negatively affect the project outcomes and development objective
- PCU and co-executing partners to identify and flag developing and new risks immediately
- Re-evaluate, by year end, implementation progress and its alignment with the revised 2018-2020 work plans, and debrief the Project Steering Committee (PSC); evaluate and submit for approval by the PSC any corrective measures that may become necessary at that stage