



BE-CLME+ Project: Promoting National Blue Economy Priorities Through Marine Spatial Planning in the Caribbean Large Marine Ecosystem (CLME) Plus (GEF Project ID 10211)

Terms of Reference for a Consultancy to conduct national stakeholder-driven, gender inclusive MSP following project MSP protocol and in support of nationally relevant priorities

1.0 Background & Justification.

1.1 The BE-CLME+ Project is a regional initiative aimed at promoting Blue Economy (BE) development in the Caribbean region through Marine Spatial Planning (MSP) and Marine Protected Areas (MPAs), Ecosystem Approach to Fisheries (EAF), development of climate-smart sustainable fisheries value chains, and knowledge management in Barbados, Belize, Guyana, Jamaica, Saint Lucia, and Panama. The Caribbean Regional Fisheries Mechanism (CRFM) is the Executing Agency for the project, while the Development Bank of Latin America and the Caribbean (CAF) and the Food and Agriculture Organization (FAO) of the United Nations are the Global Environment Facility (GEF) Co-Implementing Agencies.

1.2 The 2026-2027 BE: CLME+ Project Workplan & Budget was approved by the Regional Steering Committee on March 17, 2026, and calls for a consultancy to conduct national stakeholder-driven MSP following project MSP protocol and in support of nationally relevant priorities.

1.3 The current mechanisms for planning coastal and marine development as well as for addressing user conflict and unsustainable practices are disjointed and often lack a cohesive common goal. Resource management and strategic planning is currently performed on a sectoral basis, independent of what are often perceived as the external interest of competing industries, ministerial jurisdictions, or resources users. This disjointed planning is further limited by i) incomplete information regarding the overall impact on the marine and coastal resource base (from all sectors and users); ii) inadequate internal capacities and skills; and iii) underdeveloped and often inadequate planning tools. Cross- sectoral and transboundary collaborative values and integrated planning practices of both the marine and coastal space must be articulated among the array of frameworks and institutions operating in the Caribbean.

MSP allows Caribbean states to coordinate and balance the many uses of marine space - tourism, fisheries, conservation, and emerging blue economy sectors - while mitigating conflicts, promoting ecosystem resilience, and responding to global and regional commitments. To shore up countries to realise Blue Economy priorities, the [Caribbean Regional Marine Spatial Planning \(CRMSP\) Step-by-Step Guide](#) was developed to assist Caribbean nations in using marine spatial planning (MSP) as a tool and process to achieve sustainable marine management and blue economy objectives. Grounded in international best practice but tailored for the Caribbean Region, the Guide was produced through substantial national and stakeholder consultation as part of the Blue Economy – Caribbean Large Marine Ecosystem Plus (BE-

CLME+) Project, reflecting both the growing demands on Caribbean marine resources and the urgent need for more integrated governance and equitable decision-making.

While some countries have developed and endorsed national and site specific MSPs (Saint Lucia and Jamaica), others are currently developing their MSP with the goal of designating 30% of their ocean space to biodiversity conservation (Barbados and Belize). Other countries such as Guyana and Panama's Atlantic coast have not yet commenced their MSP process. Recognising the importance of information and data to develop a credible and legitimate marine spatial plan using best available information, national data gaps and needs assessments were conducted to guide and inform the data and evidence that should be collected to define the current and future conditions that will influence how the planned area might be used over the lifetime of the plan, including community and sea user priorities. The following outlines the status of MSP in each of the participating countries for this consultancy:

Barbados: The Barbados Marine Spatial Plan (BMSP) serves as a cornerstone for implementing Barbados' Blue Economy Strategy, providing a structured approach to manage marine resources for sustainable economic growth and environmental protection. The BMSP is actively being developed and is a long-term initiative with a final version expected to be presented in 2027, followed by a 15-year implementation period. A key goal of the BMSP is the legal designation of 30% of the ocean space as protected biodiversity zones by 2027, with sustainability practices applied to the remaining 70% using adaptive zoning methodologies.

Jamaica: A key success in Jamaica's MSP journey is the localized MSP pilot implemented at the Pedro Bank between 2014 and 2015, spearheaded by the National Environmental and Planning Agency (NEPA) and The Nature Conservancy (TNC). Pedro Bank is an expansive area covering 8,040 km, critical to Jamaica as its primary commercial and artisanal fishing grounds and the main harvesting area for queen conch. The Pedro Bank MSP followed international best practice, using the UNESCO-IOC step-by-step guide. Its core vision was achieving effective and collaborative management of the bank's biodiversity and ecosystem health to support sustainable livelihoods. This approach led to the creation of a draft multi-use zoning design to guide management and sustainable resource use.

Panama: Bocas del Toro region- In the Caribbean region, the government of Panama is promoting development in the province of Bocas del Toro (located in the far northwest of Panama, bordering Costa Rica and the Caribbean Sea coast). This region is thought to be more similar to the Caribbean Antilles in terms of its socio-economic development. Current MSP efforts operate primarily on a local scale, exemplified by pilot initiatives in the Gulf of Chiriqui and Bocas del Toro. A concrete step toward MSP was the 2023 expansion of the Banco Volcán Marine Protected Area in the Caribbean, which grew to more than 90,000 square kilometres. Panama plans to apply the principles of MSP through a participatory, ecosystem-based, and cross-sectoral approach. Despite significant political commitment, several critical gaps inhibit effective national MSP implementation. These include institutional and legal gaps, where multiple agencies (MiAMBIENTE, Panama Maritime Authority, ARAP) have overlapping or conflicting mandates, leading to fragmented governance. To progress, Panama should prioritise institutional clarity, robust data systems, and strong stakeholder buy-in.

Saint Lucia: Saint Lucia’s marine spatial planning (MSP) is an evolving process aimed at sustainably managing the island’s limited but vital marine and coastal resources to balance economic growth, environmental conservation, and climate resilience. MSP efforts are closely linked with earlier coastal management foundations such as the Soufriere Marine Management Area (SMMA) but have expanded into a wider ocean governance framework, including the implementation of the National Ocean Policy (NOP). The Saint Lucia’s Coastal Master and Marine Spatial Plan (2020–2035) was developed as a product of the NOP and formally endorsed in 2025. It serves as the primary spatial planning document for Saint Lucia’s marine and coastal areas. It outlines spatial zones, management measures, and supports the country’s transition to a blue economy. Embedded within the Coastal Master and Marine Spatial Plan is the Strategic Action Plan (SAP) which identifies specific goals, outcomes, and actions aligned with MSP, marine managed areas and marine protected areas (MMAs/MPAs), skills development, and sustainable finance.

1.4 The purpose of this consultancy is to support the CRFM Secretariat in preparing national and/or site specific Marine Spatial Plans for the following selected countries: Barbados, Jamaica, Panama and Saint Lucia. The consultancy should reference and be guided by preliminary BE CLME+ project activities completed thus far namely the data gaps and needs assessment¹ to inform MSP in the respective countries, and the Caribbean Regional MSP Guide and Protocol which covers the entire MSP cycle, making it relevant for countries at all stages, and adaptable for both national and subnational scales and across diverse political, economic, and environmental contexts. The MSPs must be developed in an inclusive manner by providing a platform and opportunities for indigenous peoples, rightsholders, local communities and women to participate in addressing regional and national marine management matters that affect their lives.

2.0 Objective of the Consultancy.

The CRFM Secretariat seeks to engage a consulting firm or consortium to provide technical assistance to the BE CLME+ Project: Promoting National Blue Economy Priorities Through Marine Spatial Planning in the Caribbean Large Marine Ecosystem (CLME) Plus in the preparation of Marine Spatial plans developed in a participatory and data driven manner for participating countries. Recognising that each of the participating countries are at varying stages of their MSP process, the scale (national or site level) and marine spatial planning approach (spatial zoning plan, strategic policy based plan or hybrid plan) will be determined early in the process. Meaningful and inclusive stakeholder engagement must also be implemented early and throughout the planning process and should ensure that a gender responsive approach is applied to ensure equitable participation, access to resources, and leadership opportunities for women, men, and youth. Recommendations for MSP should in turn seek to address inequalities, strengthen women’s roles in decision-making, and promote equitable social and economic benefits across the fisheries sector and other maritime sectors.

¹ Reports for the following countries will be made available to consultants upon request-Barbados, Jamaica, Panama, Saint Lucia

The consultancy will be implemented using a phased approach with **Phase 1** focused on establishing the MSP area, scope and stakeholder engagement approach for developing the MSP for each of the participating countries. Upon satisfactory completion of activities related to Phase 1 and the approval of the associated deliverables by the CRFM/PMU and national implementing agencies, **Phase 2** of the consultancy will include the development of national stakeholder driven MSPs and/or the elaboration/enhancement of existing plans.

3.0 Key Tasks associated with each phase will include, but not be limited to those listed below.

PHASE 1

3.1 Prepare Inception Report: The consulting firm/consortium will prepare a detailed workplan outlining, amongst others, the team undertaking the work and the management structure set out to ensure successful delivery of the consultancy outputs; the schedule, inclusive of milestones of the project and performance monitoring and evaluation (M&E) system. M&E will be a critical process that should be carried out throughout the MSP development process. Note that monitoring activities expected from the consulting firm/ consortium must fit into the overall monitoring system of the BE CLME+ Project and provide information in a way that learning and strategic decisions can be facilitated. For this reason, it is necessary to set up the monitoring and evaluation system in close cooperation with the CRFM.

Contingencies must be built into planning to allow the consultant to adapt to changing conditions. In preparing the workplan the consulting firm will participate in an inception meeting convened by the CRFM/PMU, with attendance from national focal point agencies upon commencement of the assignment to:

- a) Review the process for the conduct of all activities within the scope of services under this consultancy;
- b) Determine roles and responsibilities of the consulting team, national focal point agencies and the CRFM/PMU,
- c) Discuss the basis on which this work will be implemented, and
- d) Finalise the work plan and schedule. A final work plan and inception report on the outcome of the inception meeting will be prepared by the consultant and submitted to the CRFM/PMU for review and approval.

3.2 Prepare an MSP Action Plan for the development of MSP for all participating countries: The MSP Action Plans will outline the specific steps on how the MSP development process will be delivered, resources, and timelines required to develop the MSP for the four participating countries. The Action Plan should be designed from a good and realistic set of assumptions on what may be achievable within the project timeframe for MSP development. The Action Plan will be further elaborated in Phase 2 when developing the MSP Implementation Plan as part of the overall marine spatial plan. The details of the action plan will be guided/ informed by, *inter alia*, national stakeholder consultations and the following project reports which establishes the baselines for MSP;

- findings and recommendations from data gaps and needs assessment which identified the data and evidence available and needed to develop a credible and data driven MSP for each participating country.
- country specific MSP profiles² outlining MSP status (legislation and policy, stage of MSP process, political commitment, etc), challenges and recommendations.
- Caribbean Regional MSP Step by Step Guide and Protocol which was developed to provide practical stepwise guidance for MSP and designed to cover the entire MSP cycle, making it relevant for countries at all stages.

In developing the action plan, the consulting firm/consortium should begin to define high level objectives and drivers for undertaking an MSP process based on the existing legal and policy and institutional frameworks, and in close consultation with national authorities and agencies. During these initial consultations the spatial and temporal scope (national or site specific) and approach (spatial zoning, strategic policy based or hybrid MSP) of the MSP will be determined, and will form the basis for the specific actions, timelines, resources, etc. needed to develop the Action Plan. Data and evidence needs, and how the information will be collected, used, managed, stored and shared at each stage of the MSP process should be set out in a clear strategy.

3.3: Develop Stakeholder Engagement Plan and Strategy and initiate stakeholder engagement:

Stakeholder mapping and strategy development forms the foundation for participatory MSP. The consulting firm will develop a stakeholder map and framework to ensure meaningful engagement from the onset and throughout the MSP process. The roles, and interests of all relevant stakeholders including indigenous peoples and local communities, women's groups, youth organisations, NGOs, researchers, and emerging blue economy stakeholders should be identified and reported on for every stakeholder engagement. Special attention should also be given to identify any vulnerable, marginalised and gender groups who may be impacted by the MSP process, decisions or resulting plan, as specially tailored engagement approaches may be needed. The engagement strategy should account for different stakeholder categories, considering power dynamics and ensuring marginalised groups receive adequate consideration for meaningful participation at relevant points throughout the MSP process. Upon completion of the stakeholder engagement strategy and plan, the consulting firm along with the CRFM/PMU and project national focal will initiate the stakeholder engagement by introducing the MSP process, explaining opportunities for participation, and seek early feedback, particularly on the proposed engagement approach. The consulting firm is expected to prepare and submit the associated stakeholder engagement reports for all stakeholder consultations conducted.

Recognising the differentiated roles, needs, and constraints of women and men operating within the marine space, the MSP process incorporates Environmental and Social Safeguards (ESS) and Gender Equality considerations as core principles. As such additional ESS-related activities³ and outputs have been

² Country profiles prepared for Barbados, Jamaica, Panama, and Saint Lucia will be made available to the consultant upon request.

³ BE CLME+ Project Gender Action Plan and Indigenous Peoples Plan will be made available to the consultant upon request

identified as critical to strengthening inclusive participation, gender responsiveness, and social risk management within the MSP process (see Annex 1) and the engagement of a qualified Social / Gender & ESS Specialist as a subcontractor to implement selected ESS activities.

PHASE 2

3.4: Develop Marine Spatial Plans (MSPs) or enhance/elaborated MSPs with accompanying Implementation Plans for participating countries and MSP adoption instruments: guided by the National MSP Action Plan developed in Phase 1- section 3.2, informed by robust stakeholder engagements, and the phases and steps defined in the Caribbean Regional MSP Step by Step Guide, the firm, consortium will develop MSPs or enhanced/elaborated MSPs for participating countries. The MSPs or enhanced/elaborated MSP must be accompanied by a MSP Implementation Plan which outlines the specific steps on how the respective MSPs as well as the tools and structures required to adapt and improve management measures over time will be executed and achieved. The plan should also address both operational and adaptive needs to ensure that management actions are effective, coordinated and sustainable.

The MSPs must discuss the interconnection with the Caribbean Regional MSP framework developed in 3.5 outlining how together, they support the ocean governance and blue economy aspirations of each country and the region as per the pre-identified policy goals and objectives. The Plans must also explore how adaptive measures (i.e. the necessary iterative review) can be incorporated into a cabinet approved plan. The requisite instruments to support/ inform cabinet adoption/ endorsement must accompany the Final MSP plans.

During the early stages of spatial planning, the consulting firm will need to operate in close collaboration with agencies/stakeholders defining the national policy vision, goals and objectives to best inform the subsequent planning steps based on the scope and approach for the MSP defined 3.2. Likewise, the firm will refer to the results and recommendations from the Data Gaps and Needs Assessment to inform MSP, and other data and information needed to facilitate the prompt identification of these policy goals and objectives of each participating country.

The MSPs will be developed in the following indicative stages:

- Stage 1 - Multi-stakeholder consultations to develop a national vision, goal and objectives for MSP. The vision, goals and objectives should align with and reinforce international and national legal, policy and institutional frameworks, such as existing sustainability goals and targets stipulated by National Ocean Policies (NOPs), Blue Economy Strategies developed under this project and Sustainable Ocean Plans. The consulting firm should engage and agree with government departments and stakeholders on their key and shared aspirations for MSP. Co-developing the vision statement is a key stakeholder engagement point in the process that should have been identified in the Action Plan (3.2) and Stakeholder Engagement Strategy and Plan (3.3).
- Stage 2- Inventory of current and future/planned economic use patterns of ocean areas. The aim of this stage is two-fold: (a) Data collection focusing on identification of all human coastal uses,

ecologically important areas, pre-existing and future infrastructure (including blue/green infrastructure), management policies, topography, demographics, areas of conflict and compatibilities, among others; and (b) Data validation through national multi-stakeholder consultations with key stakeholders, including focused discussions on the planning process. In gathering social data, the vulnerable and underrepresented groups including women, youth, the elderly, indigenous and migratory communities etc. shall be given due consideration. Information stemming from the aggregated social and environmental data will be used to describe current uses of the marine and coastal space and to identify, assess, and validate potential conflicts and compatibilities between environmental and social aspects. Future needs and use patterns will also need to be estimated.

- Stage 3- Conducting spatial analysis, zoning scenarios and defining management measures. Following the mapping of conflicts and/or compatibilities among resources users (social and economic aspects) and important ecological functions/natural processes, potential spatial zoning scenarios for the sustainable use, conservation and conflict resolution within the marine plan area should be analysed, with alternative zoning scenarios and projections of planned economic development in consultation with stakeholders. Zoning of the marine space to help visualize appropriate resource use boundaries with their associated ecological overlap will need to be prepared. The consultant will employ decision support tools such as SeaSKetch, Marxan, InVest, and data sources identified in Step 2 for credible and transparent decision-making about potential and preferred spatial zones. Most importantly stakeholder participation through participatory mapping approaches to ensure zones reflect real priorities, cultural practices, and allow for solutions to spatial conflicts. A complete gap analysis must be conducted and documented discussing not only the use zones, but also identifying alternative spatial and temporal management measures, incentives, and institutional arrangements.
- Stage 4- Prepare accompanying MSP Implementation Plan The MSPs should be accompanied by an implementation plan towards cabinet approval/ endorsement and a discussion of financing alternatives moving forward. The implementation plan must provide a clear, structured roadmap that outlines the specific tasks, timelines, responsibilities, and resources needed to implement the MSPs.

3.5 Develop a regional MSP Framework that takes into consideration transboundary issues of relevance to the project participating countries: the consultancy firm must take the following indicative considerations into account in the development of the regional MSP Framework;

- Regional MSP in alignment with the national MSP efforts – the benefit of this is that there are certain activities that may be going on at the regional level that can benefit and support the national processes and vice versa. These include sharing of experiences and best practices, sharing of technical capacity, collaborative fund raising, and joint decision making on transboundary resources and issues;
- Rather than creating regional zoning maps, a strategic regional framework for the management of marine uses over large areas that span more than one country jurisdiction will be developed;

- The regional framework must ensure that national frameworks take into consideration relevant MSP activities in bordering Member States/ countries; existing regional MSP frameworks and policies such as the Eastern Caribbean Regional Oceanscape Policy and Strategic Action Plan (ECROP-SAP).
- Transboundary consultation and coordination procedures that consider the role of Ocean Coordinating Mechanism (OCM) and other relevant regional coordinating mechanisms that could support and oversee the implementation of the regional MSP framework.
- The regional MSP framework should be crafted with built-in flexibility to allow Member States currently not part of the BE CLME+ project to be integrated into the regional initiative. The individual national plans developed can provide real time input to the regional strategic framework.

3.6 Preparation of Progress Report: The consulting firm shall prepare two progress reports, one at the end of Phase 1 and the second, during MSP development (section 3.4). The Consulting Firm is expected to report on progress to inform on-going assessments of how the spatial planning (including stakeholder engagement) is proceeding and at what stages changes need to be made to ensure that the objectives are achieved and outputs are delivered in a timely manner. Reports should also inform on stakeholder consultations held, including number and category (sex, community, indigenous, private sector, academia, public sector, NGO) of stakeholders. Note, that while progress reports are prepared, it is the responsibility of the firm/consortium to raise flags and discuss emerging issues as soon as they are identified so that appropriate action can be taken in real-time. The M&E system defined by the firm/ consortium in collaboration with the client during the inception phase of this assignment will further guide on the reporting requirements under this task.

3.7 Prepare communication and visibility material: Communication and visibility materials will be developed periodically highlighting critical aspects and lessons on the MSP process for the beneficiary countries and the regional MSP Framework. The Consultant will be responsible for providing the technical content of the assignment/ consultancy to the CRFM that is communicable and consistent with the CRFM's communications guidelines. The communication and visibility material could include press releases, newsletters, flyers, brochures, website content, infographics, social media posts which will be submitted to the CRFM/PMU and relevant national agency for review, vetting of content, and onward communication via the CRFM's Knowledge Management and Information System and broader regional networks. The consultant will provide data/information collected from workshops and other activities such as voice recordings, videos, and photographs from interviews, focus group consultations, etc. as applicable to support the development of communication and visibility material.

3.8 Prepare a Final Technical Report: This report should highlight, *inter alia*:

- a) The nature of the assignment undertaken, noting the level of success and constraints;
- b) The quality of participation in consultations;
- c) Lessons learned during the assignment;
- d) Any limitations to the outputs and their intended use; and
- e) Recommendations for continued monitoring of consultancy outputs and sustainability.

4.0 Consultancy considerations

This consultancy falls under BE CLME+ Project Component 1: Outcome 1.1 -Governments and key stakeholders enabled to support the sustainable use of fisheries and key marine habitats. Outcome 1.1 supports participating governments and key stakeholders in the sustainable use of fisheries and key marine habitats through national marine spatial planning and blue economy strategies. This will be accomplished through four outputs that target development of national marine spatial plans, blue economy strategies, including sustainable financing strategies, and enhanced decision-support systems for sustainable fisheries management.

The following describe some of the essential activities and outputs applicable to the objectives of this assignment;

- **Synergy and collaboration with other components and activities of the BE CLME+ Project, namely:**
 - Activity 1.1.1.1 Data Gaps and Needs Assessment to inform MSP in participating countries.
 - Activity 1.1.2.1 National blue economy assessments (BE) and draft BE strategies, including specific focus on national BE financing options and seafood value chain opportunities.
 - Activity 1.1.1.2 Caribbean Regional MSP Step by Step Guide and Protocol
 - Outcome 1.2- The protection of critical fish habitats has been established/expanded and informed by MSP: Outcome 1.2 builds on MSP and BE efforts from Outcome 1.1 by establishing and expanding critical habitats to promote ecosystem-based fisheries and marine management. This will be achieved through two outputs that focus on the creation or expansion as well as management capacity of national marine protected areas (MPAs) or Other Effective Area-Based Conservation Measure (OECM).
 - Component 2: Outcome 2.1- New and strengthened national and regional seafood value chains supporting realization of the blue economy opportunities and sustainable development goals. This outcome will assess current national and regional seafood value chains that support realization of blue economy opportunities and sustainable development goals. This will include assessing and incorporating current seafood value chains into national blue economy strategies, including marine spatial planning efforts (results from Component 1), that identify future value chain and end market requirements.
 - Component 3: Outcome 3.1-Strengthened regional BE cooperation and coordination, and increased governments' capacity to adopt ecosystem-based fisheries management practices. This outcome will focus on supporting regional and national level blue economy capacity building through targeted assessments and trainings to personnel from all institutions concerned (government, non-government, CSOs, and private sector) on the principles and practical application of Marine Spatial Planning and the use of Marine Protected Areas in ecosystem-based fisheries management in the development and

implementation of a Blue Economy, and will complement trainings in Sustainable Fisheries Value Chains being delivered under Component 2.

5.0 Expected Outcomes and Deliverables.

5.1 The consultant(s) are expected to deliver the following deliverables (including deliverables related to the ESS and Gender actions outlined in Annex 1):

Product 1: Inception Report

Product 2: National Marine Spatial Plan (MSP) Action Plans

Product 3: Stakeholder Engagement Strategy and Plan; and Progress Report #1

Product 4: Women’s Consultation Report and Institutional Consultation Report

Product 5(a): Four Draft Marine Spatial Plan or Elaborated/Enhanced MSPs, and 5(b) draft Regional MSP Framework

Product 6: Draft Gender Based Violence (GBV) Prevention and Response Plan, and Progress report # 2

Product 7(a): Four Final Marine Spatial Plan or Elaborated/Enhanced MSPs and cabinet instruments, and 7 (b) Final Regional MSP Framework

Product 8: Final GBV Prevention and Response Plan

Product 9: Communication and Visibility material

Product 10: Final Technical Report

6.0 Project Schedule and Milestones inclusive of ESS and Gender activities.

| Deliverable | Output due at end of month | Payments | Cost (USD) | Cost Item (Description) |
|---|----------------------------|----------|--|--|
| PHASE 1 | | | Total Cost: 215,000⁴ | |
| Product 1: Inception Report | 0.5 | 20% | 80,000 (Travel and field missions) | Travel, field missions and consultancy fees: 1 field mission per country (4 countries ⁵) is expected during this phase by at least 2 experts from the |
| Product 2: National Marine Spatial Plan (MSP) Action Plans | 2.5 | 15% | | |
| Product 3: Stakeholder Engagement Strategy and Plan; and Progress Report #1 | 3.5 | 15% | | |

⁴ 4,000.00 of total cost in Phase 1 is allocated for development of Product 4

⁵ Barbados, Jamaica, Panama and Saint Lucia

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|---|---|-----|---|--|
| Product 4: Women's Consultation Report and Institutional Consultation Report | | | 135,000 (Consultancy Fees) | consultancy team. Field missions will support activities to develop Products 2,3 and 4 and would include stakeholder consultations, workshops, travel, accommodation, incidentals and consultancy fees. |
| PHASE 2 | | | Total Cost: 410,000⁶ | |
| Product 5(a): Four Draft Marine Spatial Plan or Elaborated/Enhanced MSPs, and 5(b) draft Regional MSP Framework | 7 | 25% | 200,000 (Travel and field missions) 210,000 (Consultancy fees) | Travel, field missions and consultancy fees: at least 2 field missions per country (4 countries) is expected during this phase by at least 2- 3 experts from the team. Field missions will support activities to develop Products under phase 2, which would include stakeholder consultations, workshops, travel, accommodation, incidentals and consultancy fees |
| Product 6: Draft GBV Prevention and Response Plan, and Progress report # 2 | | | | |
| Product 7(a): Four Final Marine Spatial Plan or Elaborated/Enhanced MSPs and cabinet instruments, and 7(b) Final Regional MSP Framework | 8 | 20% | | |
| Product 8: Final GBV Prevention and Response Plan | | | | |
| Product 9: Communication and Visibility material and Product 10: Final Technical Report | 9 | 5% | | |

6.1 Financial Proposals

Financial Proposals should clearly include details of the level of effort (person days) for each expert, cost breakdown and cost categories for all expenses (Consultant fees and Reimbursable Expenses).

6.2 Payment of Consultant Fees

⁶ 6,000.00 of total cost in Phase 2 is allocated for development of Products 6 and 8.

Payment of Consultant fees will be made to The Consultant upon receipt and acceptance by the CRFM Secretariat, in writing, of the products listed in Article 5, above, and upon receipt by The CRFM of an invoice requesting payment.

6.3 Payment of reimbursable expenses in respect of this assignment will be made according to the following:

(a) The CRFM shall reimburse the Consultant for all reasonable, necessary, and pre-approved expenses incurred in the course of performing duties under this Agreement. Such expenses may include, but are not limited to, Travel; Lodging; Meals; Training costs; Goods, assets and supplies; Ground transportation, and other business-related costs directly associated with the services provided.

(b) The maximum reimbursable expense that can be claimed for the duration of this contract is up to US\$ 280,000 as per above.

(c) To qualify for reimbursement, all expenses must be pre-approved in writing by the CRFM and supported by appropriate documentation, including itemized receipts, invoices, and any other records reasonably requested by the CRFM.

(d) The Consultant shall submit all expense reimbursement requests within 15 days of incurring the expense. The CRFM shall review and process reimbursement requests within 30 days of receipt, provided all necessary documentation is included.

(e) All reimbursable expenses should be claimed under the respective budget line (e.g. Travel; Lodging; Meals; Training costs; Goods, assets and supplies; Ground transportation, etc.).

(f) Reimbursable expenses should not contain any markup from the original invoice.

(g) The CRFM reserves the right to deny reimbursement for expenses deemed excessive, unreasonable, or unrelated to the services being requested. Expenses that are not pre-approved or that lack sufficient documentation may also be denied.

7.0 Reporting Requirements.

7.1 The consultant will present the deliverables following the schedule established in section 6 of these terms of reference. The deliverables must include reports in Word⁷, PowerPoint presentation of the major findings and recommendations, and other documents used as the basis of the analysis (including other formats such as Excel spreadsheets, etc. as applicable) and a folder with the list of bibliographic references used to develop the analysis. All deliverables for Panama must be delivered in English and Spanish. All reports, studies, plans, drawings, source code, technical data, specifications, and any other material prepared by or worked upon by the consultant exclusively for the CRFM under this Agreement are the sole and exclusive property of the CRFM and as such the CRFM has exclusive title, rights, and interest in all such material including the right of dissemination, reproduction, and publication. The consultant will also work closely with the Regional Project Coordinator and the Marine Spatial Planning Specialist of the

⁷ All reports should follow the CRFM Guidelines for Publications and Reports

BE: CLME+ Project on the assignment. It is important to include, as part of the consulting team, Spanish translators/interpreters when undertaking activities for Panama.

8.0 Acceptance Criteria.

8.1 Payments will be authorized once the CRFM and FAO accepts the products specified by the TOR. The CRFM will have up to three weeks to provide written comments/recommendations to the consultant(s) reports. Unless previously determined, the CRFM and FAO will generally accept the deliverables once the consultant or consulting firm confirms the following: (i) receipt and additional inclusion of comments/recommendations in a revised version and (ii) provision of date for presentation of the revised versions of the submitted deliverables. The consultant(s) are expected to include these comments two weeks after receipt.

9.0 Consultant's Effort and Required Skills

9.1 This consultancy has been estimated to require a maximum of nine (9) months.

9.2 The consulting firm/ consortium is expected to have the following qualifications

- At least 10 years of overall consultancy experience.
- Demonstrate strong skills and knowledge in marine and coastal resources management with demonstrable experience in integrated coastal zone management, coastal and marine spatial planning, master plan development, and maritime policy development.
- Experience with GEF and CAF Safeguard policies will be an advantage.
- Experience in the successful implementation of consultancy work (regional and international) relating to marine spatial planning.
- Experience working with regional/international inter-governmental organizations and national governments.
- Experience in spatial data management, including collection and aggregation, as it relates to marine spatial planning processes.
- Experience working with small island states and or in the Caribbean region is an asset.

The consulting firm or consortium must also provide a team of experts who will provide the skill mix as detailed in the scope of services presented above including:

1. **Team Lead** to serve as the coordinator for the overall assignment providing overall advisory and facilitation services to the BE CLME+ Project Management Unit (PMU) and the project partners with regard to the marine spatial planning frameworks, maritime policies, stakeholder engagement processes. The Team Leader must also support the PMU in M&E, documentation of lessons learnt, and contribute to the progress reports and final technical reports of the project.

The Team Leader is required to demonstrate the following level of experience and qualifications:

- Advanced degree (master level or higher) in marine science, natural resource management, spatial/development planning, economics, politics, law, or a relevant social or natural science degree.
- At least 8 years of experience in managing projects and multidisciplinary teams.
- At least 5 years of working experience as a team leader or technical advisor on projects relating to MSP, integrated coastal zone management, and maritime policy development at inter-governmental and national levels.
- Experience within the context of Small Island Development States (SIDS) will be an advantage.
- Experience in development of regional and national MSP frameworks and/or maritime policies.
- Proven track-record and working experience in the management and implementation of multi-stakeholder and multi-country projects/consultancies relating to the abovementioned areas of work.
- Experience in plan performance monitoring and evaluation.
- Certification in project management would be an asset.
- Excellent oral and written English and Spanish communication skills and proven experience with preparing technical and analytical reports.
- Commitment to teamwork and knowledge-sharing within a multicultural environment, counterpart and client orientation, interdisciplinary thinking and inter-cultural sensitivity.
- Proven strong expert networks to other regions/countries/initiatives pursuing MSP.

2. Marine Spatial Planning Specialist

- Advanced degree (master level or higher) in marine science, marine spatial planning, integrated coastal zone management, oceanography, marine ecology, natural resource management, or other relevant field.
- At least 7 years of working experience in MSP, integrated coastal zone management and maritime policy development with regional inter-governmental organizations and national governments (developing country experience is an advantage).
- Experience in participatory development of Marine Spatial Management Plans and implementation of such plans.
- Experience working with spatial data and knowledge of GIS mapping software (e.g. ArcGIS) and decision support tools such as SeaSKetch, Marxan and InVest.
- Experience working with institutions involved in relevant areas of work such as fisheries, maritime or ocean governance.
- Experience in the management of data and information related to MSP.
- Experience working with a wide range of stakeholders, including government officials, donors, development partners, community groups, and regional and/or international organizations.
- Excellent oral and written English and Spanish communication skills.
- Experience in the Caribbean region would be an asset.

3. Data Management Specialist

- Advanced university degree (master level or higher) in the discipline of computer science, information management, GIS, or other relevant areas.
- At least 5 years working experience in data management and with storage systems, including spatial data.
- Experience in aggregating and analyzing environmental and social data, including spatial data.
- Experience in data storage solutions.
- Experience in the management of data and information related to MSP will be an advantage.
- Excellent command of written and spoken English and Spanish.

4. Stakeholder Engagement and Communication Specialist

- Advanced university degree (master level or higher) in the social sciences, communication, or a related discipline.
- Proven experience in designing and implementing stakeholder engagement processes, communication and outreach.
- Experience in conceptualizing and facilitating (stakeholder) workshops and public education and sensitization.
- Experience working in the Caribbean region is an asset.
- Excellent oral and written English and Spanish communication skills.

5. Social / Gender or ESS Specialist

- Postgraduate degree in Social Development, Gender Studies, Sociology, Anthropology, Development Studies, or a related field.
- Certificate or Professional Development training in Social Safeguards would be an asset
- **Minimum 7 years of professional experience** in:
 - Social development and gender equality or integration in development projects
 - Stakeholder engagement and participatory consultation processes
 - Development of Gender Based Violence prevention and response frameworks, other social risk management and inclusion initiatives
- Demonstrated experience working on:
 - Fisheries, coastal, marine, or natural resource management projects or sector
 - Marine Spatial Planning or similar multi-stakeholder planning processes (preferred)
- Familiarity with donor safeguard frameworks (e.g. GEF, FAO, World Bank, CDB, UN agencies) is an asset.

10.0 Application and Selection Procedure.

10.1 Interested consulting firms or consortium are invited to submit their separate Technical and Financial Proposals outlining observations on these Terms of Reference, understanding of the objectives of the assignment, details of methodology to be applied, proposed work plan and timeline, personnel to be involved, skills and Curriculum Vitae of **all proposed team members**, declaration of availability, declaration of no conflict of interest, and tax-inclusive price proposal with details of professional fees for team members, logistics, travel, printing, and all other associated costs.

10.2 Technical and Financial Proposals will be evaluated separately using a Quality and Cost-Based Selection procedure, in which the Technical Proposal can be awarded a maximum of 70% of the evaluation score and price a maximum of 30% of the evaluation score.

10.3 Please submit your application in PDF format by **19 June 2026** to jobs@crfm.int and secretariat@crfm.int.

ANNEX 1: Scope of works for MSP Environmental and Social Safeguards (ESS) and Gender Equality

ESS and Gender Equality Activities for MSP

ESS and Gender Specialist

BACKGROUND

The Marine Spatial Planning (MSP) process aims to promote sustainable, inclusive, and equitable use of marine and coastal resources through participatory planning and decision-making. Recognising the differentiated roles, needs, and constraints of women and men in the fisheries sector, the MSP process incorporates Environmental and Social Safeguards (ESS) and Gender Equality considerations as core principles.

Under the existing MSP Consultancy Contract, additional ESS-related activities have been identified as critical to strengthening inclusive participation, gender responsiveness, and social risk management within the MSP process. As such, a variation to the MSP contract will allow for the engagement of a qualified Social / Gender & ESS Specialist as a subcontractor to implement selected ESS activities.

This ToR covers ESS Activities directly related to the MSP Process or outputs and focuses on stakeholder consultation, institutional coordination on gender, and the development of a Gender-Based Violence (GBV) response plan within the fisheries sector as part of the MSP process.

OBJECTIVES

The objective of this component is to ensure that the MSP process is **inclusive, gender-responsive, and socially sustainable** by:

- Strengthening the participation and voice of women in MSP consultations and decision-making
- Facilitating structured engagement with national and sectoral gender mechanisms and key MSP actors
- Developing a sector-specific Gender-Based Violence (GBV) Prevention and Response Plan for the fisheries sector within the MSP framework.

SCOPE OF WORKS

The Social / Gender & ESS Specialist shall work under the overall supervision of the Lead MSP Consultant and in close coordination with CRFM, national MSP focal points, and national gender mechanisms.

The specific ESS activities and the related scope of activities are outlined below:

Task 1 - Implement workshops and consultation with women to identify their interests and expectations as well as their knowledge and capacities in processing and marketing within the framework of the MSP.

The consultant will:

- a. Design and implement participatory workshops and consultations with women engaged across the fisheries value chain (harvest, processing, marketing, and support services);
- b. Identify women's: Interests, priorities, and expectations regarding MSP; Knowledge, skills, and capacities related to fisheries processing and marketing; Barriers to participation in MSP processes and fisheries governance
- c. Ensure inclusive methodologies that consider literacy levels, time constraints, care responsibilities, and accessibility
- d. Document key findings and actionable recommendations to inform MSP strategies. ****These are to be communicated to the main consultant and reflected in the overall MSP strategies.****

End of Project Target: 30% of workshops related to processing and marketing developed within the framework of the project

Task 2 – Generate consultation and participation workshops with gender mechanisms and gender focal points of state secretariats and key actors such as CRFM, both at the national and local levels in the resolution process of MSP strategies.

- a. Plan and facilitate consultation workshops and meetings with:
 - National gender mechanisms
 - Gender focal points within relevant ministries and state agencies
 - Key MSP actors, including CRFM and relevant sectoral institutions
- b. Support dialogue on integrating gender considerations into MSP strategies, policies, and decision-making structures
- c. Identify institutional gaps, coordination challenges, and opportunities for mainstreaming gender into MSP implementation
- d. Prepare concise consultation summaries to inform MSP strategy formulation and validation processes.

End of Project Target: “80% of MSP Workshops include Participation of a representative of the gender mechanisms and gender focal point of CRFM in MSP workshops / total MSP workshops”

Task 3 – Develop and implement in coordination with CRFM and national gender mechanisms a specific Plan to address gender-based violence in the fishing sector, as part of the MSP process that includes training for men and women and approach protocols.

- a. Conduct a rapid assessment of GBV risks and vulnerabilities within the fisheries sector relevant to MSP activities
- b. Review existing national GBV frameworks, referral pathways, and legal instruments
- c. Develop a GBV Prevention and Response Plan for the fisheries sector within the MSP process, including:
 - Awareness and training approaches for women and men
 - Clear referral and response protocols
 - Roles and responsibilities of institutions involved
 - Linkages with existing grievance redress mechanisms (GRMs)
- d. Ensure the Plan aligns with international good practice and applicable donor ESS requirements.

End of Project Target:

- 1 Plan with protocol per country (to prevent and address Gender-Based Violence, with a response protocol by country within the CRFM framework)
- 50% Men participating in courses on GBV under the Plan / total sector participants in courses on GBV under the Plan

DELIVERABLES

| # | DELIVERABLES | DESCRIPTION |
|---|-----------------------------|---|
| 1 | Women’s Consultation Report | Summary of workshop details, findings and recommendations |

| | | |
|---|--|---|
| 2 | Institutional Consultation Report | Outcomes of engagement with CRFM, gender mechanisms and MSP actors. |
| 3 | Draft GBV Prevention and Response Plan | Fisheries/ Marine Sector GBV Plan within MSP |
| 4 | Final GBV Prevention and Response Plan | Revised based on CRFM and stakeholder Feedback |