



**Barbados Large Pelagic Longline Sector:  
Results Based Implementation Plan  
Workshop 3-4 March 2020**



# Oceans Economy and Trade Strategy (OETS) Project

- Designed to support coastal developing countries.
- Aims to help these States derive economic benefit from sustainable trade.



Food and Agriculture  
Organization of the  
United Nations

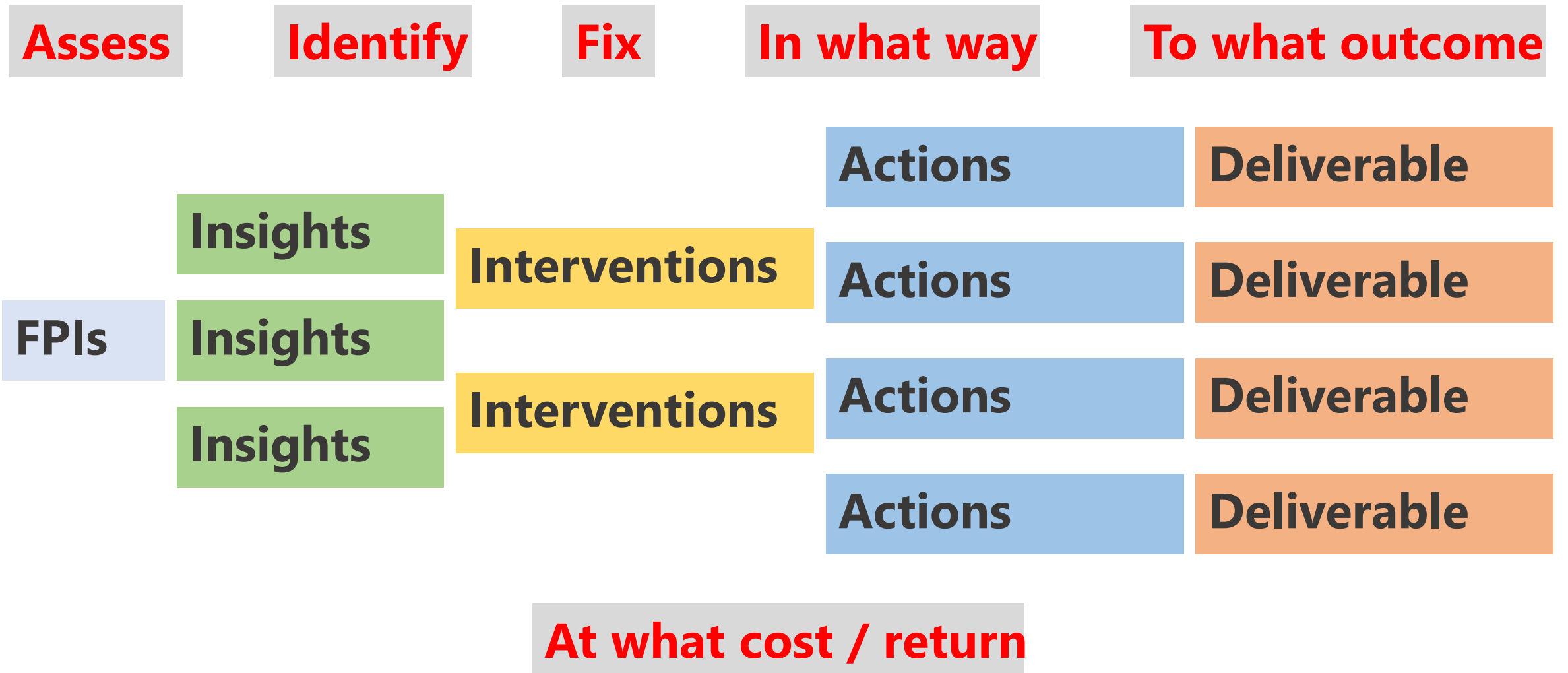


UNITED NATIONS  
UNCTAD



DIVISION FOR OCEAN AFFAIRS  
AND THE LAW OF THE SEA

# Work Planning With a Results Chain



**FEAR GOD**

**THINK CLEAN**

**AIM HIGH**

# **ACTIONS & PROJECTIONS**

# High Level Interventions



1. Engage stakeholders to seek uptake and structure implementation plan.
2. Design electronic landings and export data system aligning current and future Government regulations.
3. Structure a Public Private Partnership (PPP) for new value add operations and profit distribution.
4. Enter fishery into a Comprehensive Fishery Improvement Plan (C-FIP).
  - a. Conduct C-FIP pre assessment.
  - b. Develop C-FIP work plan.
5. Invest in PPP and build facility.
6. Develop market maker for loined product and begin shipping loins to market.
7. Take action on legislative and fishery management recommendations in C-FIP work plan.
8. Assess fishery progress bi-annually to ensure targets are met.

# Sample Intervention

Interventions (in order of implementation)		Linked Actions	Indicator(s) / Outcome(s)	Key Performance Indicator by FPI Measurement		↑↓
I2	Structure incentive models for all stakeholders to share benefits of increase in export value, including fishers, processors and government entities.	A1, A2, A4, A5, A11, A14, A22, A27, A29	Increases in revenues linked directly to vessel level fishing activities and catch levels; Increase of vessels fishing within target levels set by Fisheries Ministry of Barbados	M2.1	Enforcement Capability	↑
				M2.2	Management Jurisdiction	↑
				M2.3	Percentage of Stocks overfished	↑
				M2.4	Degree of Overfishing	↑

# Sample Actions and Outputs/Deliverables

Action(s)		Assumption(s)	Output(s) / Deliverable(s)	Measured By	Consulted / Informed Agencies	Responsible Accountable Agencies	Duration
A1	Host roundtable meeting with stakeholders to discuss results of OETS report	Stakeholders Buy-in To Work plan	LOI with stakeholders to engage in next steps of discussions	Completed Output	All Stakeholders	Fishery Developer	1 week
A2	Discuss and define structure of traceability architecture, investments & PPPs with government, funding agencies, financiers and stakeholders	Outline of investment structures and financing options are agreeable by all parties	General Terms Outlined and Project Proposal is Developed	Completed Output	All Stakeholders	Fishery Developer	6 weeks
A4	Project Proposal is shared with government, stakeholders, funding agencies and financiers	Outline of investment structures and financing options are agreeable by all parties	MOU(s) are developed with key stakeholder participants	Completed Output	Fisheries Ministry of Barbados, BARNUFO, Exporters	Fishery Developer	6 weeks
A11	International tuna buyers are introduced to products from Barbados and purchasing contracts are secured with Market Makers	Terms are agreeable by all parties	Purchase contracts are secured with buyers/market makers	Completed Output	Exporter and PPP Board	Fishery Developer	6 weeks
A14	PPP is Incorporated in Barbados according to terms and structures outlined in MOU	Financing is available for the project, Terms are agreeable by all parties	Legally recognized company is incorporated in Barbados and all organizational documents are developed and signed by stakeholders	Completed Output	Fisheries Ministry of Barbados, BARNUFO, Exporters	Fishery Developer	6 weeks

# Cash Flow Analysis

Revised Yearly Cash Flows	2021	2022	2023	2024	2025	2026	2027
Total Export Value	PROJECTIONS						
Loining Export Value	US\$2,669,824	US\$2,822,330	US\$2,974,836	US\$3,127,342	US\$3,279,848	US\$3,432,354	US\$3,432,354
H&G Export Value	US\$2,040,408	US\$2,040,408	US\$2,040,408	US\$2,040,408	US\$2,040,408	US\$2,040,408	US\$2,040,408
Gross Increase (Decrease) In Value of Fishery	US\$629,416	US\$781,922	US\$934,428	US\$1,086,934	US\$1,239,440	US\$1,391,946	US\$1,391,946
Net Increase (Decrease) In Value of Fishery to Fishers	US\$4,845	US\$120,227	US\$235,609	US\$350,991	US\$466,372	US\$581,754	US\$692,100
Increase (Decrease) In Tax Revenue	US\$62,183	US\$66,593	US\$71,004	US\$75,414	US\$79,825	US\$84,235	US\$84,235



# Investments by Stage

Investment Stage	Amount
Structuring Investments	US\$190,000
Implementation Investments	US\$960,000
Maintenance Investments	US\$20,000
<b>Total</b>	US\$1,170,000

# How do we know what to plan & budget?

- Fishery Management and Fishery Improvement Projects (FIPs) are a known commodity.
- We have 60+ years of experience in seafood supply chains
- Project investments and PPPs are not new.
- Market orders are sent thousands of times a day.
- We have designed and operate our technology solution all over the globe



# Blending Capital for Project Success

- **Grants** are used to de-risk the project and deliver public goods & services (proposal writing, data collection, legislation, MCS Systems)
- **Loans** are used to absorb high cost-low return generating costs (structuring, training, & industry technology)
- **Investments** are used to finance high return costs (processing infrastructure)



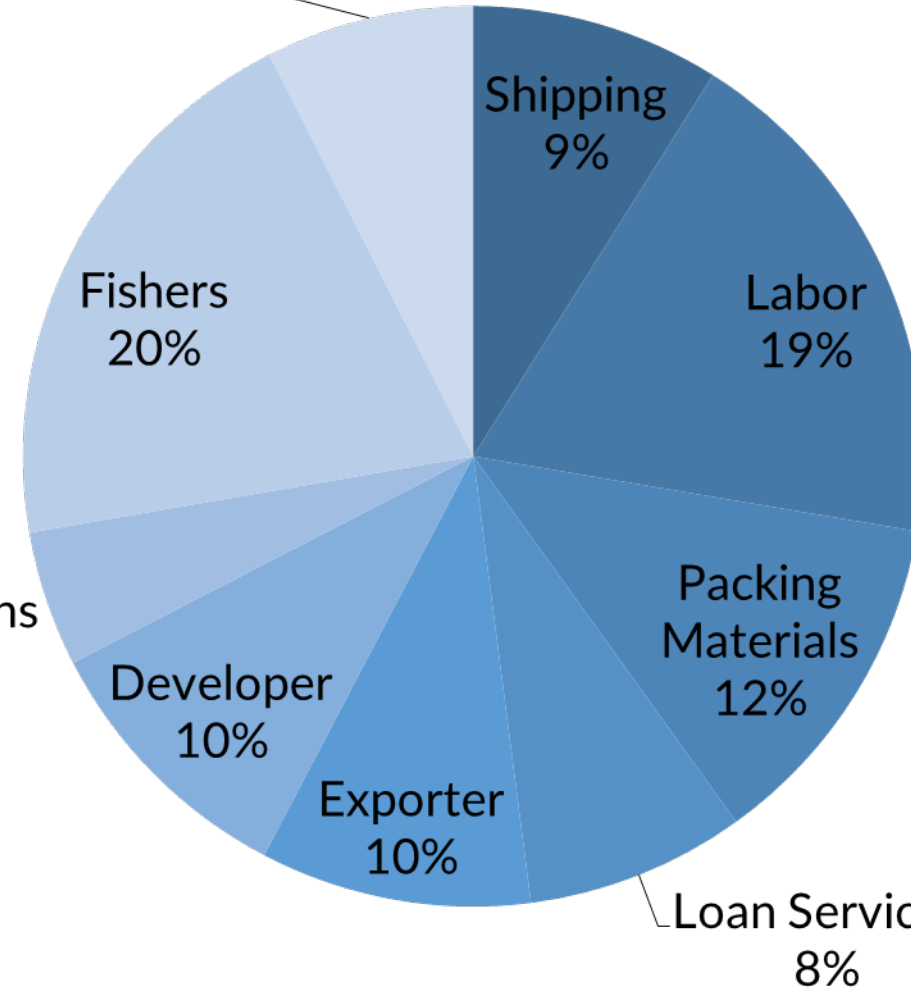


# How do we determine and allocate revenues?

- **Sales Price FOB Miami Loins (100%)**
  - **Processing, Packaging, Icing, Loans, Investments, Airfreight, Technology (Processing / PPP Costs) (28%)**
  - **Taxes (3%)**
  - = **Value to Vessels (69%)**

# How are gross revenues shared?

Government  
7%





**Report Review &  
Question and  
Answer**