

## Keystone Projects

The Keystone projects are specifically designed to be short, time-bound projects of work that can deliver impact and outcomes in areas of SeaBOS commitments and activities. They have a shorter time span and more focused work program than the Task Forces, and a key goal is to deliver operational, on-the-ground, impacts following the more strategic and planning work of a Task Force on issues. Membership of the project group is a combination of CEOs, science team and company executives.

### Selection of Keystone Projects

Project concepts should follow a fixed template to improve clarity around objectives, project plans and performance/delivery vs plan. This should include an overview of roles and responsibilities including the CEO sponsor, executive leader, science leader, and project team members.

Project concepts should include consideration of:

- a) Whether it meets two priority criteria: (1) scientists and companies have identified it as a high priority for ocean stewardship; (2) it is a high priority for companies within their systems (if so, that will help ensure priority engagement is placed on the project by executives).
- b) If it is a project that is better done as a collective than by individuals.
- c) Identify which companies will contribute Sponsor CEOs to support the project's implementation.
- d) There should be a single executive identified as leader for any project, responsible to report to the CEO sponsor(s) who are, in turn, responsible to the SeaBOS Association to ensure the project is delivered on time, within budget, and against agreed milestones.
- e) A science lead should also be identified by the science team, responsible for ensuring the scientific rigor and foundations of the project, and for engaging with the Sponsor CEO and lead executive, as appropriate, on overall strategy and implementation.
- f) Timelines not to exceed four years for any project.

### Management of Keystone Projects

The following process will be used:

- Concepts to be developed for consideration at the April working meeting each year.
- Recommendations from the April working meeting to capture the two (or three) key projects identified for future consideration, but also to retain those projects developed and considered worthy of future consideration, but perhaps not with the highest priority at that time.
- Out of session consideration by SeaBOS Association CEOs following the April working meeting, to agree the two (or three) priority projects are worthy of further development.
- Identified Sponsor CEO(s) to support the collaborative work of the executives and science team to develop full proposals for consideration by the SeaBOS Association in October. Those project proposals to include a clear outline of goals, milestones, KPIs, expected impacts, resourcing needs (costs and human resources), and communication needs.

- Nominate to the SeaBOS Association a Sponsor CEO / CEO Steering Committee for each Keystone Project, accountable to the SeaBOS Association.
- Nominate to the SeaBOS Association a Project Lead (company executive) for each Keystone Project to be responsible for its day-to-day delivery and reporting to the CEO Sponsor / CEO Steering Committee on a bimonthly (every two months) basis.
- Companies to allocate sufficient time and resources to the Project Lead to implement and coordinate the project. This may include training on Project Management.
- Set clear and specific annual targets and overall project goals, proposed by the executives and science team to the CEO Sponsor / CEO Steering Committee. The CEO Sponsor / CEO Steering Committee will be accountable to the SeaBOS Association for ensuring the targets and goals are achieved and approving any communications. Annual targets will support developing small achievable steps to help engagement of relevant stakeholders/funders and support communication.

### **Keystone Project CEO Sponsor / CEO Steering Committee**

- A CEO Sponsor / CEO Steering Committee will be identified for each Keystone Project, accountable to the SeaBOS Association.
- Where there is a single CEO accepted by the SeaBOS Association as the leader for a Keystone Project, that person shall be the identified CEO Sponsor, accountable to the SeaBOS Association.
- Where there is more than one CEO accepted by the SeaBOS Association as sponsors for a Keystone Project, there shall be a CEO Steering Committee established, with the collective group of CEOs on that Steering Committee accountable to the SeaBOS Association.
- The CEO Sponsor / CEO Steering Committee are accountable to ensure the lead executive and participating companies (and secretariat if appropriate) have delivered on the milestones, and outcomes as agreed for the Keystone Project.
- The CEO Sponsor / CEO Steering Committee shall report annually on outcomes from the project to the other CEOs from the SeaBOS Association, in addition to participating in the Quarterly Update reports to the Chair and Vice-Chair of the SeaBOS Association (as below).

### **CEO Sponsor / CEO Steering Committee main roles include:**

- Provide strategic inputs and support to the lead executive and participants in the Keystone Project (see below for their role descriptions).
- Ensure project proposals include a clear outline of goals, milestones, key performance indicators, expected impacts, resourcing needs (costs and human resources), and communication needs.
- Support the clear and specific annual targets and overall project goals, as proposed by the executives and science team, and be accountable to the SeaBOS Association for ensuring those targets and goals are achieved and for approving any communications. Annual targets will support developing small achievable steps to help engagement of relevant stakeholders / funders and support communication.

- Participate in quarterly (on-line) presentations on progress in that Keystone Project to the Chair and Vice-Chair of the SeaBOS Association, in conjunction with the lead executive and lead science member for that project. A project management template for quarterly update reports will be provided by the secretariat to guide those presentations. Those presentations are to be short (no more than 15 minutes total) with any slides or papers to be provided to the secretariat for distribution to meeting participants at least seven days before the agreed quarterly report meeting date.
- Be responsible to report to the SeaBOS Association annually at the October Keystone Dialogue meetings to ensure the project is delivered on time, within budget, and against agreed milestones.
- To lead the discussions and presentation to the SeaBOS Association at the annual October Keystone Dialogue on recommendations and outputs from the Keystone Project.

The estimated time commitment for CEO Sponsor(s) would be two (2) hours per month.

### **Keystone Project Lead Executive**

Before nomination of an executive to become a Keystone Project leader, their CEO should ensure they can allocate sufficient time and resources to the Project Lead from within their company to implement and coordinate the project. This may include the need for training on Project Management.

The nominated lead executive should be approved by the SeaBOS Association to be responsible for its day-to-day delivery and reporting to the CEO Sponsor / CEO Steering Committee on a bimonthly basis.

### **Keystone Project lead executive main roles include:**

- In collaboration with the science lead, secretariat, and CEO Sponsor / CEO Steering Committee, the lead executive will develop and maintain an Action Plan for the Keystone Project with performance metrics, including who is responsible to deliver on those actions, and by when.
- Provide connections to critical Keystone Project activities
- Facilitate and leverage connections to relevant industry networks to support implementation.
- Together with science lead, secretariat and CEO Sponsor / CEO Steering Committee, contribute to Quarterly Updates on progress to the Chair and Vice-Chair of the SeaBOS Association. These Quarterly Update reports will include budget expenditures and progress against agreed milestones.
- Be a key contact point for contractors to facilitate progress, and drive impacts, and deliver on agreed SeaBOS Association undertakings for the project.
- Participate in regular (e.g. every month) virtual meetings to review progress against Action Plan goals, and undertakings of the project.
- Encourage communication across the full Keystone Project group, and broader SeaBOS executive and science teams. In addition, communication and collaboration with external parties is crucial, such as fisheries organisations, government organisations and other relevant stakeholders.

- Prepare and work with the CEO Sponsor / CEO Steering Committee to present project updates, outcomes, proposals, and strategies at Working Meetings and Keystone Dialogues, and oversight preparation of papers as well as summary documents / presentations together with the science team, secretariat, and CEO Sponsor / CEO Steering Committee.

The estimated time commitment for Keystone Project Lead Executive would be from two (2) hours per week, to an absolute maximum of eight (8) hours per week, depending on the complexity of the project, and willingness of the executive's company to provide that much time availability.

The lead executive would need to participate in the quarterly (virtual) update reporting to the Chair and Vice-Chair of the SeaBOS Association, as well as attend the April working meeting (three days per year including travel) and the October Keystone Dialogue (three days per year including travel).

Costs of attending the SeaBOS meetings are paid by the executive's company – the April meetings are held in Sweden each year, and the October meetings alternate between Europe and Asia/Pacific.

