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## ADMINISTRATIVE REPORT

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# CRFM BIENNIAL WORK PLAN AND BUDGET

## 1 April 2016 to 31 March 2018

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# **CRFM ADMINISTRATIVE REPORT**

## **CRFM BIENNIAL Annual Work Plan and Budget**

**1 April 2016 to 31 March 2018**

CRFM Secretariat  
2016

**CRFM ADMINISTRATIVE REPORT – CRFM Biennial Annual Work Plan and Budget  
1 April 2016 to 31 March 2018**

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## LIST OF ACRONYMS

ACP	African, Caribbean and Pacific states
AHFS	Animal Health and Food Safety
ANCORS	Australian National Centre for Ocean Resources and Security
ASSC-TMAC	Agriculture Sub-Sector Committee - Technical Management Advisory Committee
AUSAID	Australia Agency for International Development
CANARI	Caribbean Natural Resources Institute
CARICOM	Caribbean Community
CARIFICO	Caribbean Fisheries Co-management project
CARIFIS	Caribbean Fisheries Information System
CARIFORUM	Caribbean Forum of ACP States
CARISEC	CARICOM Secretariat
CCRF	Code of Conduct for Responsible Fishing
CCCCC	Caribbean Community Climate Change Centre
CCCFP	Caribbean Community Common Fisheries Policy
CDEMA	Caribbean Disaster Emergency Management Agency
CFP	Common Fisheries Policy
CIDA	Canadian International Development Agency
CIMH	Caribbean Institute for Meteorology and Hydrology
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CLME	Caribbean Large Marine Ecosystem
CLWG	Conch and Lobster Fisheries Working Group
CKLN	Caribbean Knowledge and Learning Network
CRFM	Caribbean Regional Fisheries Mechanism
CNFO	Caribbean Network of Fisherfolk Organisation
COFI	Committee on Fisheries
CTA	Technical Centre for Agricultural and Rural Cooperation ACP-EU
DMTWG	Data, Methods and Training Working Group
DRM	Disaster Risk Management
DWFN	Distant Water Fishing Nations
EAA	Ecosystem Approach to Aquaculture
EAF	Ecosystem Approach to Fisheries
ECMMAN	Eastern Caribbean Marine Managed Areas Network
EU	European Union
FAD	Fish Aggregating Device
FAO	Food and Agriculture Organization of the United Nations
GAP	Gap Analysis Programme
GMP	Good Manufacturing Practice
ICCAT	International Commission for the Conservation of Atlantic Tuna
ICT	Information Communication Technology
IDB	Inter-American Development Bank
IOI	International Oceans Institute
IUU	Illegal, Unreported and Unregulated fishing
HACCP	Hazard analysis and critical control points

JICA	Japan International Cooperation Agency
KAP	Knowledge, Attitude and Practice
LPWG	Large Pelagic Fisheries Working Group
MCS	Monitoring, Control and Surveillance
MMA	Marine Managed Area
MOU	Memorandum of Understanding
MPA	Marine Protected Areas
MSY	Maximum Sustainable Yield
MTP	Medium Term Plan
OECS	Organisation of Eastern Caribbean States
OSPESCA	Organización del Sector Pesquero y Acuícola del Istmo Centroamericano (The Central American Fisheries and Aquaculture Organisation)
RFB	Regional Fisheries Body
RFMO	Regional Fisheries Management Organisation
RSWG	Reef and Slope Fisheries Working Group
SAP	Strategic Action Programme
SCPWG	Small Coastal Pelagic Fisheries Working Group
SCRS	ICCAT Scientific Committee in Research and Statistics
SGWG	Shrimp and Groundfish Resource Working Group
SPCR	Strategic Program for Climate Resilience
TNC	The Nature Conservancy
UF	University of Florida
UN	United Nations
UNU-FTP	United Nations University – Fisheries Training Programme
UWI	University of the West Indies
VMS	Vessel Monitoring Systems
WECAFC	Western Central Atlantic Fisheries Commission of the FAO, United Nations
WGA	Working Group on Aquaculture
WGI	Working Group on ICCAT

# **1. EXECUTIVE SUMMARY AND INTRODUCTION**

## **Context**

Following its official inauguration in March 2003, CRFM began implementation of its First Strategic Plan, which covered the period 2003 - 2011 and which had identified 9 priority programme areas: (1) research and data analysis for policy formulation and decision making; (2) preparation for global competitiveness; (3) resource assessment and management; (4) human resource development and institutional strengthening; (5) strengthening of fisherfolk organizations and improved community participation; (6) promotion of the expansion and utilization of unutilized and underutilized aquatic resources; (7) development and promotion of aquaculture; (8) development and promotion of risk reduction program for fishers; (9) development and promotion of programs for conflict resolution among multi-users in coastal zones.

Under its First Strategic Plan, the CRFM pursued activities to address all programme areas. Selected key achievements of the First Strategic Plan are important to note here. In particular, CRFM established regular meeting cycles of its primary technical advisory and decision-making arms, the CRFM Ministerial Council and the Caribbean Fisheries Forum, with both arms improving the organization of their work over the years through establishment of and support for: annual scientific meetings, several technical and management advisory working groups, and a Ministerial Sub-Committee on Flyingfish. The Caribbean Fisheries Information System (CARIFIS) database software was also introduced for use at the national levels, informed by expert working group consultations aimed at elucidating CRFM Member States' needs and expectations. Another major achievement during the period of the First Strategic plan was the establishment of a Caribbean Network of Fisherfolk Organizations (CNFO), which has steadily strengthened over the years into an internationally recognized organization. Various formal arrangements with universities and other training institutions were tested and refined to create a suite of capacity building opportunities in fisheries management, which is now available routinely year after year. Based on a directive from the Heads of Government in 2003, CRFM successfully led the development of a CRFM-approved Common Fisheries Policy in 2011. Recognizing the negative impacts of IUU fishing activities, CRFM conducted a situation evaluation in 2005; these and other efforts led eventually to a CRFM-approved Castries Declaration on IUU fishing in 2010.

In partnership with various donor agencies, the CRFM also commenced work on several strategies and plans for those priority areas, which had not received much attention either because they were new ideas, or because the supporting information and/or technical base for those priority areas was considered to be too weak to inform any management actions. In this regard, by 2012, CRFM had formulated a Master Plan for Sustainable Use of Fisheries Resources for Coastal Community Development in the Caribbean that addressed coastal community management in respect of FAD fisheries, aquaculture development options and statistics management. During the period also, CRFM begun work towards and subsequently completed: an updated communications strategy, website, and information-sharing network supported by modern ICT tools, an updated MCS strategy for combating IUU fishing, a strategy

an action plan for climate change adaptation and disaster risk management, a regional management approach for queen conch, and strengthened queen conch research capacity. CRFM also continued its long-standing cooperation with ICCAT for management of highly migratory fish species, and established a Working Group on ICCAT. Work also commenced on promotion of the ecosystem approach to fisheries management, with efforts to broaden the scientific approaches and sub-regional management plans drafted for Eastern Caribbean flyingfish and blackfin tuna. In this regard, CRFM has also begun broadening its reach in influencing the negotiation and decision-making processes within various international fora.

At the end of the First Strategic plan, an independence performance review of the CRFM was completed with assistance from FAO and WECAFC in 2012, so as to inform the way forward. FAO also assisted with the formulation of CRFM's Second Strategic Plan for the period 2013 - 2021, which was adopted provisionally by the Ministerial Council in 2013, pending formal adoption by the CARICOM Heads of Government of the CARICOM Community Common Fisheries Policy (CCCFP), the implementation to which it is closely linked.

Many of the priorities identified in the First Strategic Plan require ongoing attention by the CRFM, and have therefore been included in the Second Strategic Plan with new formulations to reflect the present day situations. The Second Plan specifically takes into account the obligations of CRFM in respect of: the CRFM Agreement, the CCCFP, the Castries Declaration on IUU fishing, formal cooperation arrangements to established with other RFBs in the region (joint working groups with WECAFC and the CRFM-OSPESCA Joint Action Plan), regional cooperation projects, for e.g. the SPS project and the CLME+ project, and international agreements such as those of FAO, ICCAT and CITES.

The Second Strategic Plan identifies the following three Strategic Goals:

- 1) Sustainable management and utilization of fisheries and aquaculture resources in the Caribbean region for the benefit of future generations.
- 2) Improve the welfare and sustainable livelihoods of fishing and aquaculture communities in the Caribbean region, by providing income and employment opportunities in fisheries and aquaculture sectors.
- 3) Ensure the Caribbean population has at all times, sufficient safe and nutritious fish that meets the dietary requirements and is needed for an active and healthy life.

### **The current document and layout**

The present Biennial Work Plan and Budget is for Programme Years 2016 / 2017 and 2017/ 2018. In keeping with the requests of the 11<sup>th</sup> Meeting of the Forum and the 4<sup>th</sup> Special Meeting of the Ministerial Council, a new, more user-friendly format has been adopted since 2014, and for ease of cross-referencing, the presentation of content is also directly aligned with the strategic objectives and corresponding organizational results given in the Second Strategic Plan.

In terms of layout of the main text, Section 2 lists the vision, goal, and mission, as reflected in the Second Strategic plan. Section 3 provides the main information on outcomes, indicators, results and major activities planned under each of the 7 strategic objectives and 2 functional objectives included in the Second Strategic Plan. Each Strategic or Functional Objective is

elaborated in a separate sub-section. Each sub-section therefore begins with the listing of the Strategic Objective of Functional Objectives as a title of the Sub-section, followed by a short explanatory narrative of its relevance that is taken directly from the Second Strategic plan. The remaining text of each sub-section then focuses on providing an elaboration of the particular objective, in terms of: outcomes, monitoring indicators, and; major activities identified to generate the organizational results that were identified in the Second Strategic plan. Finally, Section 4 provides the relevant budget data and information.

### Major outputs and achievements to date

The major outputs anticipated under the present biennial work plan for each strategic or functional objective are:

<b>Objectives</b>	<b>Outputs expected to be completed, i.e. completed aspects of organizational results identified in Second Strategic Plan</b>	<b>Major outputs achieved during PY 2014 / 2015 and PY 2015 / 2016</b>
<i>Strategic</i>		
A. Information on status and trends in the fisheries and aquaculture sector	A1 - Design, functionality and protocol for operation of regional database drafted A2 - Available advice on minimum data and information collection and sharing standards, and data and information protocol drafted A3 - Countries have strengthened capacities in data collection, analysis. A4 - Updated CRFM Statistics and Information report	A2 – Available advice on standards for minimum data and information collection for: (i) the Eastern Caribbean Flyingfish, and (ii) the Caribbean Spiny Lobster  A4 – Updated CRFM Statistics and Information report (unpublished)
B. Research and Development	B1- Implementation of research agenda with partner agencies will be in progress. B2 - Management advice on the status of fishery stocks with agreed declarations/ strategies/ plans B3 - Management performance advice for fishery stocks with agreed declarations/ strategies/ plans B4 - Improved business approaches in targeted FAD fisheries	B1 – Establishment of CRFM Fisheries and Aquaculture Research Agenda.  B2 – (i) The PWG conducted species / fisheries analyses for the scad fishery in Dominica, the dolphinfish fishery in St. Lucia, the large pelagic fishery in St. Vincent and the Grenadines, the pelagic fishery in St. Kitts and Nevis and the non-artisanal longline fishery in Trinidad and Tobago and provided recommendations for fisheries

B5 - Improved co-management and FAD fishing practices in targeted fisheries, and sharing of such knowledge

management, statistics and research to the extent possible.

(ii) The RSWG developed specific weight conversion factors for the Queen Conch in The Bahamas and Belize to fulfill trade requirements under CITES. The RSWG also reviewed and endorsed the 2013 assessment of the Pedro Bank (Jamaica) Queen Conch fishery and the respective, estimated total allowable catch, and provided scientific inputs to a proposed draft regional declaration for management, conservation and sustainable use of the spiny lobster. The RSWG also conducted species / fisheries analyses for the reef fishery in Anguilla, the mutton snapper fishery in Belize and the Queen Conch fishery in the Turks and Caicos Islands and provided recommendations for fisheries management, statistics and research to the extent possible.

(iii) The CSWG, through e-meeting reviewed and endorsed the Harvest Control Rules developed for management of the Guyana seabob fishery. The Group considered specific measures to improve data collection and monitoring of the fishery as well as addressing issues of by-catch in trawl gear.

B3 –  
CRFM management performance reports for: (i) Eastern Caribbean Flyingfish management plan, and (ii) Regional Strategy on lionfish.

B4 –  
Improved fisherfolk capacity for cooperative FAD fishery management in OECS countries through ongoing CARIFICO project training opportunities.

B5 –  
(i) Improved fisherfolk capacity for

		<p>cooperative FAD fishery management in OECS countries through ongoing CARIFICO project training opportunities.</p> <p>(ii) Publication of Volumes I&amp; II of FAD Manual of Best Practices, and available draft of Volume III of FAD Manual of Best Practices.</p> <p>(iii) A Model Logbook developed to address data requirements for a range of management interests in FAD fisheries.</p> <p>(iv) Available Stakeholder-Consultation drafts of FAD and blackfin tuna fisheries management plans</p>
<p>C: Sustainable management and use of fisheries resources</p>	<p>C1 &amp; C2 - Implementation of CLME+ project, with governance and policy cycle reforms in progress.</p> <p>C3 &amp; C4 – Activities by Forum, Council, and Member States to adopt / amend / implement / report on fisheries management measures.</p> <p>C5 - Improved systems for supporting MCS and IUU estimation.</p> <p>C6 – Sustained improved fisherfolk understanding of sustainable management and livelihood issues, and strengthened capacity for advocacy in management.</p> <p>C7 &amp; C8 - Reduction of post-harvest losses via improved SPS standards promoted and adapted by the SPS project.</p>	<p>C1 &amp; C2 – Caribbean RFB partnership MOU signed. 1<sup>st</sup> CLME+ project Steering Committee meeting convened.</p> <p>C3 &amp; C4 –</p> <p>(i) Meetings of decisions of CRFM Bodies and subsidiary bodies</p> <p>(ii) National reports</p> <p>(iii) CRFM reports listed at B3.</p> <p>C5 – Joint CRFM/ WECAFC WG IUU established with agreed TORs.</p> <p>C6 –</p> <p>(i) CANARI-led fisherfolk governance project - Fisherfolk Action Learning Group and Group of Mentors established. Also two series of National Workshops, 2 participatory videos, and CNFO representation / participation supported 4 regional / international policy meetings. Fisherfolk Strengthening Fund established and being administered.</p> <p>(ii) ECMANN project has so far provided training in alternative livelihoods and support for development of specific activity proposals for small grants.</p>

		<p>C7 &amp; C8 –</p> <p>Three Final Technical Reports and the following specific project outputs.</p> <p>(i) CARIFORUM Regional Fisheries SPS Framework (Green Paper).</p> <p>(ii) CARIFORUM Model Fisheries Export Legislation (Model Export Act and Model Regulations)</p> <p>(iii) CARIFORUM Protocols on Good Fish and Fishery Product Hygiene Practices</p> <p>(iv) Guidelines on Developing and Implementing HACCP Plans for Fish and Fishery Products</p> <p>(v) Regional assessment report of existing environmental monitoring programmes related to Sanitary Standards in CARIFORUM States.</p> <p>(vi) 7 country assessment reports existing environmental monitoring programmes related to Sanitary Standards.</p> <p>(vii) A Proposal on Strengthening National and Regional SPS Monitoring Programmes.</p> <p>(viii) A range of SPS project media products, including 2 infographics, press releases, livestreaming of validation workshop sessions, video documentary, interview and report audio clips.</p>
D: Sustainable development of aquaculture	<p>D1, D2 &amp; D3 -</p> <p>Continued implementation of Working Group on Aquaculture agreed PoA.</p> <p>Proposals for aquaculture projects developed and submitted to JICA and other interested donor agencies.</p>	<p>D1, D2 &amp; D3 –</p> <p>(i) Study on the potential of fish farming in the Caribbean</p> <p>(ii) WGA meeting report, and agreed 5-year Plan of Action</p> <p>(iii) Aquaculture project proposal and approved by the government of Cuba</p>
E: Adaptation to climate change and disaster risk management in fisheries	<p>E1, E2 &amp; E3 -</p> <p>Improved data, information and knowledge base on impacts of climate change and disaster preparedness, and improved networking among partners agencies for contribution and exchange.</p>	<p>E1, E2 &amp; E3 -</p> <p>(i) Joint CRFM-CARDI climate change awareness workshop convened during CWA 2014</p> <p>(ii) Knowledge Platform project products on climate change</p> <p>(iii) Completed assessment of energy usage in fisheries and aquaculture sector</p>

	<p>Improved Stakeholder education, engagement and preparedness in respect of climate change planning, decision-making and response actions.</p> <p>Enhanced DRM governance, enhanced strategic and operational frameworks, enhanced institutional architecture and capacity for DRM.</p>	<p>(iv) SPCR project proposal approved, and draft marine sub-component contracts prepared.</p>
F: Capacity building and institutional strengthening	<p>F1, F2, F3 &amp; F4 - Sustained improved primary stakeholder capacity for pursuing more climate-resilient practices in their operations and for engaging in management planning and decision-making</p> <p>Continued formal, sponsored scholarships to pursue training programmes with IOI, UNU-FTP, AUSAID (ANCORS), UF</p>	<p>F1, F2, F3 &amp; F4 -</p> <p>(i) SPCR project proposal approved, and draft marine sub-component contracts prepared.</p> <p>(ii) IOI, UNU-FTP, ANCORS, and UF training sponsorship arrangements continued.</p> <p>(iii) CRFM Secretariat staff benefited from the following training opportunities:</p> <p>(a) SIA participated in CANARI project activities to provide training for FALG and Group of Mentors</p> <p>(b) SIA participated in Strengthening Caribbean Fisherfolk to participate in Governance: Final Training of Trainers Workshops for Fisherfolk Mentors in Anguilla in July 2015, and also the IOC / IODE / Ocean Teacher Global Academy: Research Data Management Training Course in USA in November 2014</p> <p>(c) PMRRA participated in Ecosim / Ecopath Lionfish Ecosystem Modelling and Management Training AT UF in USA in July 2015</p>
<i>Functional</i>		
G: Effective collaboration with member states and stakeholders	<p>G1 - Continued implementation of CRFM Communication Strategy.</p> <p>G2 – Sustained improved programme / project management, monitoring, implementation and reporting mechanisms.</p> <p>G3 - Further progress of the Joint CRFM-OSPESCA Action Plan</p>	<p>G1 – Ongoing maintenance of the CRFM website, e-groups, and social media.</p> <p>G2 – Ongoing. CRFM Secretariat prepares quarterly work plans and progress reports, an annual report, and completed performance evaluations of MS implementation of agreed plans.</p>

	<p>and other key partnerships and alliances that contribute to and complement the CRFM work are implemented effectively.</p> <p>G4 - Identification of CCCFP implementing agency, and development of relevant protocols to address immediate priority needs identified by the CRFM</p> <p>G5 – Sustained improved organization/ coordination of Forum and Ministerial activities for more efficient decision-making.</p> <p>G6— Enhanced representation of CRFM interests in ICCAT, FAO and other UN fora of relevance.</p>	<p>G3 –</p> <p>(i) CRFM-OSPESCA Steering and Technical committee TORs shared with OSPESCA.</p> <p>(ii) Caribbean RFBS signed a MOU on cooperation</p> <p>G4 – In 2014-15, a CCCFP POA was developed and a process agreed for its finalization.</p> <p>G6 –</p> <p>(i) CRFM PWG convened 2 electronic meetings to provide guidance to member states preparing for 2015 ICCAT Commission meeting and guidance on ICCAT’s statistical and scientific reporting.</p> <p>(ii) CRFM Sec participation in ICCAT Commission Meeting and report was circulated to member States.</p> <p>(iii) CRFM Sec participation in FAO WECAFC Working group meetings and activities</p> <p>(iv) CRFM Sec convened meeting of joint CRFM / WECAFC / IFREMER / JICA Working group on FAD fisheries, and meeting report is available.</p> <p>(v) CRFM Secretariat staff and/or CRFM Secretariat nominees participated in several international meetings at the invitation of sponsors for which mission reports are usually made available (see meeting list).</p>
<p>H: Efficient and Effective administration</p>	<p>H1 - Recognition as reliable provider of information to its members</p> <p>H2 - Improved Secretariat capacity for effective and efficient programme planning and implementation</p> <p>H3 - Improvement in efficiency and impact of CRFM operations</p> <p>H4 - Recognition of adherence to international work standards and</p>	<p>H1 – List of CRFM publications is updated regularly and is accessible via the CRFM website.</p> <p>H2 –</p> <p>(i) Secretariat has structure in place to facilitate this, including DGROUP facility.</p> <p>H3 –</p> <p>(i) Greater use of electronic means of</p>

practices

communication for meetings.

H4 – CRFM Secretariat has provided some inputs into activities for the establishment of CCAT.

## 2. VISION, GOAL AND MISSION

### *Vision*

Effective cooperation and collaboration among Participating Parties in the conservation, management and sustainable utilisation of the fisheries resources and related ecosystems in the Caribbean region in order to secure the maximum benefits from those resources for the Caribbean peoples and for the Caribbean region as a whole<sup>1</sup>.

### *Goal*

To establish, within the context of the Revised Treaty<sup>2</sup>, appropriate measures for the conservation, management, sustainable utilisation and development of fisheries resources and related ecosystems; the building of capacity amongst fishers and the optimisation of the social and economic returns from their fisheries; and the promotion of competitive trade and stable market conditions.

### *Mission*

The mission of the CRFM is to promote and facilitate the responsible utilization of the region's fisheries and other aquatic resources for the economic and social benefits of the current and future population of the region.<sup>3</sup>

## 3. STRATEGIC AND FUNCTIONAL OBJECTIVES FOR THE 2016 – 2018 BIENNIAL WORKPLAN

The strategic objectives are taken from the Second CRFM Strategic Plan 2013 to 2021, which was approved by the Seventh Meeting of the CRFM Ministerial Council, 31 May 2013, Barbados.

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<sup>1</sup> In adopting the Caribbean Community Common Fisheries Policy (CFP), at the Fourth CRFM Ministerial Council, held in Antigua and Barbuda on 20 May 2011, a vision and goal for the CARICOM members and CRFM was approved.

<sup>2</sup> Revised Treaty of Chaguaramas establishing the Caribbean Community including the CARICOM Single Market and Economy, signed by Heads of Government in Nassau, Bahamas on 5 July 2001

<sup>3</sup> Taken from the CRFM Strategic Plan, 2002, and derived from Article 4 of the CRFM Agreement 2002.

### **3.1 Strategic Objective A: Information on status and trends in the fisheries and aquaculture sector**

The assembly and provision of information, knowledge and statistics on fisheries resources, fisheries and aquaculture production, fleets, gears used, fish and fisheries products trade is among the core functions of CRFM and its Technical Unit in particular. Information collection and information management in general are instrumental for proper decision making, planning and policy formulation and implementation of fisheries management and development plans. Coherent and harmonized approaches towards data and information collection and sharing are required that take into account the capacities of CRFM members and the capacity building needs to be developed in support of these approaches. Provision of support to the CRFM members to improve their capacity to collect, compile, analyze, store and disseminate / share relevant statistics and information in a timely manner, is required. The CRFM databases (CARIFIS and others) require updating or replacement with databases that are accessible through internet, in order to make data sharing and regional level analysis possible for the Secretariat and the members.

#### **3.1.1 Outcomes**

##### Statistics and Information Programme:

1. Agreed climate-smart fisheries monitoring standards established by 2017, and strengthened from fair to medium (at least major fishery ecosystems covered) by 2018.
2. Further improved usage of ICT tools, from fair/medium to strong, for information and knowledge exchange.

##### Research and Resource Assessment Programme:

1. Minimum standard of climate smart major fishery ecosystem status and trends information agreed by 2017 and strengthened from fair to medium by 2018.

#### **3.1.2 Monitoring Indicators**

##### Statistics and Information Programme:

1. Improved and more harmonised knowledge, attitude and practices (KAP) in monitoring standards {Source(s) of verification - national and regional KAP survey reports; national reports}.
2. Improved KAP in ICT for information and knowledge exchange {Source(s) of verification - national and regional ICT tool usage data analysis reports}.

##### Research and Resource Assessment Programme:

1. Improved policy and technical support for implementation for minimum data standards {Source(s) of verification - national reports, and the relevant CRFM Forum and technical meeting reports}.
2. Improved policy and technical support for implementation of data and information management activities {Source(s) of verification - national reports to CRFM, and the relevant CRFM Forum and technical meeting reports}

3. Improved support for database management {Source(s) of verification - national reports to CRFM, and the relevant CRFM Forum and technical meeting reports}.

### **3.1.3 Organizational Results**

*A1 - A regional database on fisheries and aquaculture statistics and information from the CRFM members is established and maintained at CRFM headquarters*

#### A1.1 CLME+ Flyingfish Project – (PMSI, to be handled by PMFMD + SIA)

1. Sub-regional data policy or protocol for EAF management (decision-support), incorporating data, information and indicators for monitoring performance of the Sub-Regional FMP for flyingfish in the Eastern Caribbean.
2. Formulation of a proposal to inform development of a decision support system for Eastern Caribbean flyingfish, which identifies key data and information requirements for Eastern Caribbean flyingfish, associated sources of data and information and the mechanisms for data and information sharing at the regional, national, sectoral and local levels to inform development of a decision support system (DSS).
3. Establishment of CRFM data and information repository for EAF management of Eastern Caribbean flyingfish, which would include identification and electronic consolidation of all published data and information
4. Development of an online, keyword searchable, bibliographic database with facility for download of published documents.

#### A1.2 SPCR - IDB project monitoring systems activity – (PMSI, to be handled by PMRRA)

1. Conduct feasibility study to identify the needs of potential users of the regional database, database requirements, data sources (fisheries, aquaculture, environment, climate), financial, hardware and human resource requirements for database development and maintenance. [Dependent on part funding under the IDB-SPCR Project]
2. Identify minimum data requirements to inform scope of database.
3. Establish design, functionality and protocol for operation of regional database.

*A2 - Appropriate standards for data and information sharing are adopted by the Countries, supported by a protocol for data and information sharing.*

#### A2.1 SPCR - IDB project monitoring systems activity - (PMSI, to be handled by PMRRA)

1. Conduct desk study on data sharing policies of regional fisheries bodies and other relevant organizations to identify the issues and options for consideration by Member States.
2. Establish regionally acceptable data collection regimes and minimum standards to facilitate data and information sharing and reporting requirements at the regional and international levels.

A2.2 CKLN – (PMSI, to be handled by PMRRA)

1. There is a portal established to promote sharing of knowledge and experiences and to establish communities of participation to encourage discussion and innovation in key areas – 10 clusters of CARICOM agencies are listed in the report of November 2013 meeting and CRFM is placed in cluster on Environment and Disaster Risk Management.

*A3 – Countries have strengthened capacities to collect, analyze and use data and information for decision making, planning, policy formulation and implementation.*

A3.1 CLME+ Flyingfish Project – (PMSI, to be handled by PMFMD + SIA)

1. Review of fisheries operations and related data collection systems as well as general national data collection systems in 3 countries
2. Provide recommendations for improvements in national data collection systems to be incorporated into the FMP update

A3.2 CRFM Working Group on Data, Methods and Training – (PMSI, to be handled by SIA + PMRRA)

1. Implement agreed Working Group biennial work plans.
2. Prepare data for assessments as required by the respective CRFM Working Groups.
3. Conduct training in the use of methodologies identified for assessment of high priority species / fisheries that incorporate social, economic, ecological and environmental data, and generation of management advice. [funded under the IDB-SPCR Project]
4. Review, publish and disseminate research reports and papers of the DMTWG.

A3.3 SPCR - IDB project monitoring systems activity - (PMSI, to be handled by PMRRA)

1. Convene Regional Training Workshop, in conjunction with the CRFM Data, Methods and training WG and CRFM Fisheries WGs, on data collection methods and use of the Fisheries and Environment Database.
2. Convene Regional Training Workshop, in conjunction with the CRFM Data, Methods and training WG and CRFM Fisheries Working Groups, on analysis of fisheries and environmental data, scenario-building and generation of management advice.

A3.4 CKLN – (PMSI, to be handled by PMRRA)

1. Continue to maintain institutional linkage with the Caribbean Knowledge and Learning Network and share relevant information with Member States on use of the respective Caribbean Regional Research and Education Network (C@ribNET Portal) for the sharing of knowledge and information, collaboration in research and innovation.

*A4 – A CRFM Statistics and Information report is published bi-annually.*

A4.1 CRFM Statistics and Information Report – (PMSI, to be handled by SIA)

1. Collect fisheries data from CRFM Member States
2. Analysis of data collected from CRFM Member States
3. Preparation of updated CRFM Statistics and Information Report

### **3.2 Strategic Objective B: Research and Development**

Article 11 [Statistics and Research] of the CFP stresses the importance to conduct research in order to: ascertain the status of fish stocks; determine the effects of environmental changes on fisheries and aquatic ecosystems; analyze the effectiveness of management and conservation measures; evaluate the social and economic performance of fisheries and aquaculture; determine the development potential of under-utilised and un-utilised fisheries resources; and otherwise contribute to the fulfillment of the objectives of the CFP. The CRFM established in its first decade of operation proper structures to carry out agreed research and share research findings at regional level in support of improving fisheries management through informed and balanced advice. CRFM fisheries and other technical working groups, joint working groups with other relevant institutions active in the region (e.g. OSPESCA, ICCAT, WECAFC), and specific projects provide suitable ways to develop and implement agreed research and deliver the specific technical advice and recommendations required to inform fisheries management planning and implementation at national and regional level.

#### **3.2.1 Outcomes**

Research and Resource Assessment Programme:

1. Sustained improved information and knowledge on the status of key fishery resources, through support for the completion of 2 technical evaluations.
2. Improved knowledge and information of the impacts of climate change on at least 3 major fishery resources/ ecosystems, from a general level to a more specific level of understanding supported by quantitative information.
3. Sustained strengthened regional network of research and assessment, from an ad hoc approach to a mainstreamed collaborative approach, evidenced by the key priority areas of the CRFM Research Agenda, and other regionally agreed project research goals.

#### **3.2.2 Monitoring Indicators**

Research and Resource Assessment Programme:

1. Improved and updated status information for at least 2 fishery resources {Source(s) of verification - CRFM reports}.
2. Improved (quantitative) appreciation of selected specific climate change impacts on at least 3 major fishery resources {Source(s) of verification - CRFM reports, SPCR project reports}.

3. Improved scientific networking and improved coordination in addressing shared goals {Source(s) of verification - CRFM reports, KAP survey reports}

### **3.2.3 Organizational Results**

*B1 – A regional CRFM Fisheries and Aquaculture Research Agenda is effectively implemented through joint species specific Working Groups, and targeted research projects and collaboration with national, regional and international academic and research institutions. (PMRRA)*

#### **B1.1 Activities –**

1. Collaborate with OSPESCA, WECAFC and other RFBs and regional organizations with overlapping mandates (e.g., CCCCC, CDEMA, CIMH) to expand and strengthen research partnerships;
2. Collaborate with national, regional and international academic and research institutions to expand and strengthen research partnerships;
3. Collaborate with regional initiatives (SPCR, CLME+, REBYC\_II LAC project, CC4FISH) and agencies responsible for the coordination of regional projects to develop, formalize and implement research projects that address key policy, governance and management issues in fisheries and aquaculture.
4. Implement specific research activities as directed in the agreed Research Agenda:
  - a) Conduct socio-economic valuation of fisheries and aquaculture in CRFM Member States (CSWG, PWG, RSWG, WGA);
  - b) Conduct research on local feed material substitution in small-scale fish farming (WGA);
  - c) Assess the ecological and socio-economic impacts of IUU fishing in CRFM Member States (CSWG, PWG, RSWG);
  - d) Assess the long-term and immediate impacts of *Sargassum* on regional fisheries (PWG).
5. Keep the CRFM's Fisheries and Aquaculture Research Agenda updated and relevant.

*B2 – The status of the ten most important commercially targeted fisheries stocks in the CRFM region is known, to determine the MSY, need for conservation and potential scope for increase in production. (PMRRA)*

#### **B2.1 SPCR - IDB project monitoring systems activity and CRFM Fisheries Working Groups –**

1. Conduct ecosystem assessment studies to improve knowledge of climate change impacts and options for climate-smart fisheries development and management.
2. Convene meetings of the respective working groups depending on availability of appropriate data and member state proposals for required regional assessments (CSWG, PWG, RSWG);
3. Develop biennial working group Terms of Reference that take into account, *inter alia*, species-specific priorities identified in the CRFM's Research Agenda and scientific commitments under agreed MOUs and projects, e.g. SPCR –IDB project, CRFM-OSPESCA Plan, CLME SAP (CSWG, PWG, RSWG).

4. Implement agreed Working Group biennial work plans;
5. Conduct regional analyses / assessments of the respective fisheries resources / ecosystems and fisheries operations consistent with the Ecosystem Approach to Fisheries and to monitor the effectiveness of management and conservation measures – guided by the CRFM’s Research Agenda, data availability and Member State proposals, and project support (CC4FISH, REBYII-LAC, SPCR-IDB, and CARIFICO) - (CSWG, PWG, RSWG).
6. Conduct national fisheries assessments and analyses depending on Member State submission of proposals and availability of funds:
  - a) Assessment of groundfish Fishery in Guyana;
  - b) Assessment of seabob Fishery in Guyana;
  - c) Assessment of the bait fishery in St Vincent and the Grenadines, and;
  - d) Assessment of the shrimp fishery and also the groundfish fisheries (specifically *Micropogonias furnier*) of Trinidad and Tobago in PY 2017/2018.
7. Review research reports and papers of the activities completed by CRFM Working Groups (CSWG, PWG, RSWG) and project support (CC4FISH, REBYII-LAC and SPCR-IDB).
8. Provide management recommendations based on fisheries analyses and resource / ecosystem assessments (CSWG, PWG, RSWG, CC4FISH, REBYII-LAC and SPCR-IDB, etc.);
9. Assess current data collection activities, identify data gaps and develop strategy to address data gaps in commercial and recreational fisheries (CSWG, PWG, RSWG, SPCR-IDB project).
10. Review national and regional progress in implementation of the agreed regional management instruments if data exist and propose recommendations on the way forward (RSWG), for e.g.
  - a) Regional Strategy for the Control of the Invasive Lionfish (RSWG);
  - b) Sub-regional Fisheries Management Plan for Flyingfish in the Eastern Caribbean (PWG);
  - c) Coral Reef Action Plan (performance of Marine Protected Areas specifically);
  - d) Declaration on Caribbean spiny lobster.
11. Review, publish and disseminate research reports and papers of the respective Working Groups (CSWG, PWG, RSWG), and the research outputs of the SPCR-IDB project.
12. Co-ordinate the reporting of data and other scientific inputs to ICCAT SCRS (PWG).
13. Participate at ICCAT SCRS meetings and provide feedback to Member States (PWG).

#### B.2.2 Joint WECAFC Working Groups – (PMFMD, PMRRA, SIA, DED)

##### For WECAFC Working Groups led by the CRFM

1. Preparation of WG TORs and biennial workplan for review and approval by WECAFC and CRFM.
2. Coordination of planning, implementation and reporting of agreed workplan activities.
3. Assist Member States in meeting their scientific and research obligations under regional joint WECAFC Working Groups established for assessment and management of selected species / fisheries in the Caribbean region.

### B2.3 Joint WECAFC / CRFM Working Group on IUU fishing (PMFMD)

1. Carry out a study on collaborative policing and reporting approaches, with national fishers, and, where possible, through fisher organisations.
2. Develop recommendations for the establishment of formal protocol to facilitate transmittal of information regarding IUU fishing to the Flag State.

*B3 - The effectiveness of management and conservation measures is monitored and evaluated in line with internationally accepted indicators, and results are made publicly available.*

### B3.1 CRFM Fisheries Working Groups (PMRRA) (CSWG, PWG, RSWG)

1. As already noted at B2.1 conduct regional analyses / assessments of the respective fisheries resources / ecosystems and fisheries operations consistent with the Ecosystem Approach to Fisheries and to monitor the effectiveness of management and conservation measures – guided by the CRFM's Research Agenda, data availability and Member State proposals, and project support (CC4FISH, REBYII-LAC, SPCR - IDB, and CARIFICO) - (CSWG, PWG, RSWG).
2. As already noted at B2.1, review national and regional progress in implementation of the agreed regional management instruments if data exist and propose recommendations on the way forward (RSWG), for e.g.
  - a) Regional Strategy for the Control of the Invasive Lionfish (RSWG);
  - b) Sub-regional Fisheries Management Plan for Flyingfish in the Eastern Caribbean (PWG);
  - c) Coral Reef Action Plan (performance of Marine Protected Areas specifically);
  - d) Declaration on Caribbean spiny lobster.
3. Review, publish and disseminate research reports and papers of the respective Working Groups.

*B4 - The social and economic performance of fisheries and aquaculture is enhanced through appropriate measures (such as fuel saving technologies).*

### B4.1 GIZ-REETA project - (PMFMD)

1. To provide technical assistance and information in the form of assessments, studies and bankable project proposals to support the implementation of the C-SERMS with a focus on activities in the Caribbean Fisheries sector.

### B4.2 SPCR-IDB project – (PMRRA)

1. Incorporate social and economic data and information into fisheries analyses, aimed at generating management advice to optimize social and economic performance of commercial fisheries operations.

*B5 – Best-practices fisheries technologies and gears are introduced by CRFM members, accompanied by technology transfer compliant with international standards.*

#### B5.1 CARIFICO Project - (PMRRA+ SIA + DED)

1. Continue providing support to develop and implement suitable fisheries co-management approaches in 6 OECS countries
2. Continue to facilitate the sharing achievements and lessons learnt with other CRFM States.

### **3.3 Strategic Objective C: Sustainable management and use of fisheries resources**

This Strategic Objective forms the base for CRFM's existence. It directly addresses the general objectives of CRFM as provided in Article 4 of the Agreement establishing CRFM and the vision and goal of the CFP. This implies that the issues to be dealt with during the period of this Strategic Plan are merely a continuation of earlier objectives and programmes with only slight adjustments. It recognizes the importance of responsible fisheries management and conservation, in line with the Code of Conduct for Responsible Fisheries (CCRF), the CFP and the Castries Declaration on Illegal, Unreported and Unregulated Fishing, as well as emerging challenges (such as high fuel prices, climate change and variability, invasive species). Various recommendations from the Independent Performance Review, carried out by FAO in 2013, are addressed under this strategic objective. Emphasis is given to the establishment of proper legal, policy and institutional frameworks supportive of sustainable fisheries in the CRFM countries. The identified lack of management plans for most commercially targeted fisheries resources in the CRFM member states is a gap that needs to be addressed urgently. The need to increase attention to small-scale fisheries has recently appeared at global and regional levels and the earlier work of CRFM on strengthening fisherfolk organizations requires continuation as well. International developments in terms of establishment of vessel registries, application of the Ecosystem Approach to Fisheries (EAF), measures to reduce by-catch, the design and enforcement of the 2009 FAO Agreement on Port State Measures to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated Fishing, all require follow-up by the CRFM and its members.

#### **3.3.1 Outcomes**

##### **Management and Development Programme:**

1. Strengthened regional coordination of management, through a new mainstream approach of using specific working groups with expanded TORs to advance the development of new key fishery management and conservation decisions, positions or plans agreed by the Forum and Council bodies and to promote implementation of these at the national and regional levels, as required.
2. Strengthened participatory management practices, from an ad hoc approach to a mainstream approach, effected through an increase in stakeholder participation in the full range of CRFM activities, and also through sustained, informed stakeholder inputs / interventions / positions submitted to the Forum and Council meetings.

### **3.3.2 Monitoring Indicators**

#### **Management and Development Programme:**

1. Strengthened CRFM working group operations, membership, activity outputs and uptake by end-users {Source(s) of verification - relevant CRFM reports}.
2. Strengthened support for implementation of policy cycles in place {Source(s) of verification - Relevant national and CRFM reports}
3. Improved knowledge, attitudes and practices by both public and private sector stakeholders {Source(s) of verification - KAP survey report}.

### **3.3.3 Organizational Results**

*C1 – CRFM members have improved policies and standards that facilitate the implementation of the CFP and CCRF and other international fisheries instruments.*

*C2 – Fisheries legal frameworks in the CRFM member countries, in support of sustainable utilization of the fisheries resources, are updated and harmonized where possible.*

#### **C1.1 / C2.1 CLME + (PMFMD)**

1. Facilitate active cooperation between CRFM and France at the political level regarding flyingfish (FF) conservation and management.
2. Determine the mandate to operationalise a Regional Fisheries Management Organisation (RFMO or alternative arrangement) for the management of shared living marine resources.
3. Coordinate and enhance sub-regional / regional and national efforts for the conservation of the biodiversity of reef and associated habitats.

*C3 - Fisheries management and development plans and other fishery-specific conservation, management and recovery plans are prepared, adopted and implemented at national level and regional level where appropriate.*

#### **C3.1 CLME + (PMFMD)**

1. Continue to implement the sub-regional FMP for flyingfish in at least the major harvesting countries
2. Support adaptive management and sharing of best practices in EAF management, using flyingfish as an example.
3. Update recommendations for policy & management decisions in the context of the EAF for Eastern Caribbean flyingfish.
4. Engage National Inter-sectoral Committees (NICs) and Fisheries Advisory Committees (FACs) in the management process.
5. Involve full range of stakeholders in EAF management.
6. Improve education and build public awareness in at least 4 of the countries participating in the fishery.

### C3.2 Fishery Management Plans (PMFMD + PMRRA)

1. Finalization and endorsement of sub-regional fisheries management plans for the blackfin tuna and FAD fisheries.
2. Keep under review the status and performance of regionally agreed management plans.

*C4 – The state of fisheries resources and aquatic ecosystems in general in the CRFM mandate area has improved due to change to more sustainable fisheries practices.*

### C4.1 Fisheries Management activities by CRFM Fisheries Working Groups (CSWG, PWG, RSWG) (PMFMD)

1. Develop and implement agreed annual schedule of activities, and hold at least 2 meetings per year.
2. Prepare annual report(s), as required, on activities for consideration by the Forum in developing management guidance.

### C4.2 PWG - ICCAT Commission (DED)

1. Develop agreed annual schedule of ICCAT Management-level activities, and hold at least 2 meetings per year
2. Coordinate regional-level support, via CARICOM observer participation, for preparation for and participation in the annual ICCAT Commission meeting.
3. Provide technical support for development of national and regional positions on ICCAT management recommendations and resolutions, as required.
4. Prepare annual report on ICCAT Commission meeting participation, and provide feedback to member States.

### C4.3 CRFM Ministerial Council (ED + DED)

1. Convene one annual meeting per year and a special meeting as and when required.
2. Determine directions on policy and fisheries management and development, based on advice from the Forum.
3. Pursue, develop, and guide CRFM relations with other RFBs and the international community where these are required to achieve the objectives of the CRFM.

### C4.4 Caribbean Fisheries Forum – (ED + DED)

1. Convene one annual meeting per year and a special meeting as and when required.
2. Activities of the Executive Committee of the Forum
3. Receive reports from subsidiary bodies of the Forum, and provide guidance on the planned work of these bodies.
4. Provide advice to the Ministerial Council on implementation of CRFM activities in support of agreed policy and fisheries management and development goals.

5. Provide advice on the need to pursue CRFM relations with other RFBs and the international community where these are required to achieve the objectives of the CRFM.

*C5 - Fisheries operations by all CRFM members are more transparent, efficient, safer and compliant with rules at all levels through established and functioning Monitoring, Control and Surveillance (MCS) systems, including a regional vessel monitoring system (VMS).*

#### C5.1 Working Group on IUU - (PMFMD + DED)

1. Review current methods and arrangements for timely management of data and information relating to DWFN poaching activities;
2. Assess the viability of adopting modern technologies and methodologies to increase data capture, coverage and reliability; and
3. Provide advice and recommendations on viable data exchange methodologies to engage with relevant fishery management entities in, in pursuit of reducing IUU fishing opportunities within the CRFM Region;

*C6 – Small-scale fisherfolk organizations in CRFM member countries are strengthened and play an active role in planning, managing and monitoring fisheries.*

#### C6.1 CNFO / Fisherfolk Development - PMFMD and SIA)

1. Continue to support strengthening of the capacity of the Fisherfolk and their organisations to undertake advocacy, through specific projects, e.g. CANARI-led ‘Strengthening Caribbean Fisherfolk to participate in Governance’ project and follow-up activities.
2. Under the TNC-CNFO ECMMAN project, continue to support the establishment new and strengthening existing marine managed areas (MMAs), as defined by the project
3. Also under the TNC-CNFO ECMMAN project, continue to support the building of strong constituencies for sustainable livelihoods and ocean use, including MMA co-management

*C7- Post-harvest losses have reduced and fish and fisheries products quality and safety have improved in the CRFM member countries.*

*C8 –The infrastructure for marketing and trade of fish and fisheries products in the CRFM member countries has improved and meets domestic needs and international standards where required.*

#### C7.1 / C8.1 Sanitary and phytosanitary measures (EU-SPS project) (DED + PMFMD)

1. Support customisation/ promulgation of model legislation, protocols, standards, measures and guidelines for health and food safety (AHFS) in fisheries.
2. Support establishment of effective national and regional coordination mechanisms in the support of the SPS regime.

3. Support development / strengthening of the national and / or regional regulatory and industry capacity to meet the SPS requirements of international trade [in areas such as inspection, import / export certification, diagnostics, risk assessment, surveillance, reporting (e.g. HACCP, GAP, GMP)]
4. Prepare the necessary reports on project evaluation and achievements for consideration by the Forum and Council.

#### C7.2 / C8.2 CLME + (PMFMD)

1. Enhance livelihoods and human well-being (with due attention to gender equality and youth development issues)
2. Feasible options for added value, improved SPS and distribution and marketing identified  
Capacity-building to facilitate enhanced livelihoods and human well-being

### **3.4 Strategic objective D: Sustainable development of aquaculture**

To promote and facilitate the development of aquaculture as one of the strategies for increasing the sustainable supply of fish, shell-fish and other marine products has been among CRFMs objectives since 2008. Given that aquaculture has not developed sufficiently in the Caribbean over the last decade the efforts towards growth of this sub-sector require a boost. Policy and legal frameworks that enable aquaculture development and sustainable management in the CRFM member countries are largely absent. A major overtaking stroke is needed in this subject, as well as in terms of development of technical capacity for production, processing and marketing of aquaculture products. The Ecosystem Approach to Aquaculture (EAA) is widely recognized as providing a valuable framework for sustainable development of the sector. International standards, guidelines and better management practices for aquaculture and for certification of the products from aquaculture are available that need to be adopted by the CRFM members if export markets are targeted. Major challenges for aquaculture development in the SIDS members of CRFM include the limited local availability of and access to fertilized eggs/fry and feed, high costs of transport, high competition with marine fisheries products and cheap imports from Asia and South America, but through a collaborative approach it must be possible to overcome these.

#### **3.4.1 Outcomes**

##### **Management and Development Programme:**

1. Improved knowledge and information on the development and management of aquaculture, from a present inactive level to a level nurturing active engagement and collaboration, effected through implementation of agreed CRFM Aquaculture PoA.
2. Strengthened and expanded sustainable aquaculture management practices, with specific supporting holistic business and sustainable management plans.

### **3.4.2 Monitoring Indicators**

#### **Management and Development Programme:**

1. Improved CRFM WGA operations, membership, and activity outputs and uptake by end-users {Source(s) of verification - relevant CRFM reports}.
2. Improved policy and technical support for development and implementation of holistic business and sustainable management plans for aquaculture {Source(s) of verification - the relevant national and regional reports}.

### **3.4.3 Organizational Results**

*D1 – CRFM members have increased production of fish and fish products through sustainable expansion, diversification of species and intensification of aquaculture production systems.*

*D2 – Policy and legal frameworks enabling responsible aquaculture development have been established in the CRFM member countries.*

*D3 – Voluntary guidelines, best management practices and standards for sustainable aquaculture in the Caribbean developed and adopted by the stakeholders.*

#### **D1.1 / D2.1 / D3.1 Working Group on Aquaculture (PMFMD)**

The Aquaculture Working Group will oversee the implementation of an agreed 5-year Aquaculture Plan of Action to support the sustainable development / expansion of aquaculture production in the region the following specific actions:

1. Promote market and value added product research to facilitate improved marketing and trade of fish and fish products from the aquaculture sector.
2. Keep under review the policy and legal frameworks for sustainable aquaculture development in the region including the gaps and weakness, and propose recommendations to the Forum for their improvement.
3. Provide guidance for the adoption and implementation of credible aquaculture certification schemes.
4. Promote the establishment of a regional information system to address common priorities that may be identified with respect to information and knowledge exchange.
5. Promote the transfer of appropriate aquaculture technologies and techniques developed at the national and regional levels.
6. In support of the strategy, develop and negotiate project proposals for consideration by international development partners.

### **3.5 Strategic Objective E: Adaptation to climate change and disaster risk management in fisheries**

Climate change and variability and how the fisheries and aquaculture sector in the Caribbean could best adapt to these have become important subjects in recent years. In collaboration with the relevant regional and international organizations (CDEMA, CCCCC, UWI, FAO and

WECAFC) CRFM carried out an assessment in 2012 and developed a regional Strategy, action plan and programme proposal on disaster risk management, and climate change adaptation in fisheries and aquaculture in the CARICOM region, which was approved by the Ministerial council in 2013.. CRFM was requested by its members and the other partners to further this Strategy and take a leading or coordinating role in the implementation of the Strategy and action plan. Implementation is expected to be supported through specific donor-funded projects, some of which require partnership arrangements with other agencies and economic sectors.

### **3.5.1 Outcomes**

#### **Research and Resource Assessment Programme:**

1. Improved knowledge and information of the impacts of climate change available to stakeholders, from a general qualitative level to a more specific quantitative level through focused research and increased stakeholder, as well as public participation in climate change / DRM evidence gathering and communications and related data and information transfers and access.

#### **Management and Development Programme:**

1. Improved adaptation to CC and DRM, evidenced by development of supporting knowledge, planning and risk management plans and systems.

### **3.5.2 Monitoring Indicators**

#### **Research and Resource Assessment Programme:**

1. Available and more accessible sector-specific information and knowledge about climate change impacts {Source(s) of verification – Research reports, communication / information tool usage analysis reports}.
2. More knowledgeable stakeholders on the specific impacts of climate change {Source(s) of verification - KAP survey reports, communication / information tool usage analysis reports}.

#### **Management and Development Programme:**

1. Available, improved plans and systems incorporating CC and DRM planning considerations {Source(s) of verification - relevant national and CRFM reports}.

### **3.5.3 Organizational Results**

*E1 - CRFM members have incorporated the “CARICOM strategy and action plan on climate change adaptation and disaster risk management in fisheries and aquaculture” in their national programmes and plans and are effectively implementing at national level.*

*E2 – Fisherfolk and fishing communities’ vulnerability to crisis, threats and emergencies is reduced through better preparedness and integration of disaster risk management approaches.*

*E3 - Partnerships with CDEMA, 5Cs, FAO and others are strengthened to effectively address climate change adaptation issues in fisheries and aquaculture and enable the CRFM to play a more active role and coordinating role in this subject.*

E1.1 / E2.1 / E3.1 Climate change IDB funded SPCR project (MFisheries adaptation activity, public awareness aspects) (PMRRA)

The following activities are proposed under the Strategic Program for Climate Resilience for the Caribbean Program – Regional Track – Component 4 – Applied Adaptation Initiatives –Marine. Currently the Investment Proposal is being developed for funding under the International Development Bank. This 5-year Program, though initially scheduled to begin in August 2014, has experienced some delay. Implementation of the activities which follow is dependent on funding under this Project.

1. Develop, formalize and implement Memoranda of Understanding to facilitate improved management of climate change-related data and information
2. Facilitate development of climate change-related information material.
3. Explore methods for quantifying the impacts of climate change on fisheries production, post-harvest and marketing systems to facilitate improvement in the quality of management advice.
4. Develop monitoring system for tracking climate change impacts on fish stocks and marine ecosystems.
5. Develop system for reducing risk of fishers while at sea to the impacts of climate change.

E1.2 / E2.2 / E3.2 CCA / DRM – CIDA Project - (PMFMD)

1. Finalize project proposal and seek approval.
2. Facilitate risk, vulnerability and capacity assessments
3. Strengthen policy and regulatory frameworks to mainstream and integrate climate change and disaster risk management in fisheries and aquaculture sector policies and programmes
4. Establish monitoring programme to track climate change impacts on marine ecosystems, fish stocks and supply of fish to local communities

E1.3 / E2.3 / E3.3 Coral reef climate change project (management / stakeholder aspects) - (PMFMD)

1. Raise public and stakeholder awareness of the vulnerabilities.
2. Continue to promote a participatory approach to increasing coral reef resilience to climate change and for improve compliance.
3. Investigate livelihood options in the context of climate change impacts on coral reefs and their services.
4. Mobilise resources for providing additional technical project support.

## E1.4 / E2.4 / E3.4 Member State Progress (PMRRA)

1. Evaluation of the extent of incorporation of the “CARICOM strategy and action plan on climate change adaptation and disaster risk management in fisheries and aquaculture” in national programmes and plans, and the extent of implementation at the national level.
2. Evaluation of the extent to which Fisherfolk and fishing communities’ vulnerability to crisis, threats and emergencies is reduced through better preparedness and integration of disaster risk management approaches.

### **3.6 Strategic Objective F: Capacity building and institutional strengthening**

At the core of CRFMs work and particularly of its Technical Unit, the Secretariat, lays the provision of technical and advisory services, enhancement of institutional capacity and development of capacity on fisheries aspects in the widest sense. Capacity building requires an enabling environment, specific institutional set-up and the human resources to deliver and receive.

Capacity building and institutional strengthening have been integral parts of the CRFM work over the last decade and the work of CRFM in this field should continue in line with the programmes and activities initiated by the first strategic plan and the second MTP of CRFM. The Independent Performance Review indicated that CRFM members judged the capacity building activities as generally very positive. Building capacity in the fisheries departments and divisions of CRFM member countries should be a priority, especially as it relates to fisheries dependent and independent data collection, data processing and analysis, fisheries stock assessment, report (technical) writing and fisheries management training. For future capacity building needs, it was pointed out that these should cater specifically to the needs of Member States, and that the training should be directed at the middle and junior levels of staff in the Fisheries Departments and divisions.

#### **3.6.1 Outcomes**

1. Sustained strengthened human and institutional capacities, evidenced by the numbers of new individuals involved in the broad range of training opportunities provided by CRFM that add to the capacity of their institutions.
2. Sustained successful capacity building and institutional strengthening programmes, evidenced by continuing, new and refined programmes implemented.
3. Improved human and institutional expertise available and strategically applied for management of the fishing sub-sector.

#### **3.6.2 Monitoring Indicators**

1. New persons trained every year {Source(s) of verification - relevant CRFM reports, and also trainee reports}.
2. Strengthened and sustained capacity building programmes {Source(s) of verification - relevant CRFM reports, and also trainee reports}.

3. Sustained and increased national-level investment in/ usage of improved human and institutional expertise.

### **3.6.3 Organizational Results**

*F1 - Fisheries Governance is benefiting from strengthened national fisheries administrations and other supporting institutional frameworks.*

*F2 – Fisherfolk organizations and their representatives are competent and capable to participate actively in fisheries management and conservation processes at local, national and regional level.*

*F3 – Dedicated fisheries skills development programmes designed and implemented at national and regional level through strengthened fisheries extension services.*

*F4 – CRFM member countries and stakeholders have access to formal fisheries and aquaculture education programmes designed and implemented at CARICOM level.*

F1.1 / F3.1 / F4.1 University partnerships - capacity building/ training (IOI, UNU-FTP, AUSAID (ANCORS), UF scholarships) (ED + DED)

1. Provide general and specific support for oversight, coordination, quality control (monitoring and evaluation) for successful realization of agreed MOUs, and delivery of planned training opportunities.
2. Provide feedback to both the Forum and Ministerial Council on the achievements in capacity building.
3. Pursue additional training opportunities, consistent with the capacity building needs identified by the CRFM.
4. Evaluate the extent to which there is national-level investment in/ usage of improved human and institutional expertise

F2.1 CNFO development (PMSI, to be handled by PMFMD + SIA)

1. Facilitate awareness building of the general public, stakeholders and policy-makers on key fisheries development issues and policy responses
2. Facilitate improved access to, and sharing of information between and among stakeholders and actors in regional fisheries policies

F2.2 CCA / DRM (fisherfolk training – CIDA project) (PMFMD)

1. Enhance capacity of small and medium fishing / aquaculture farming communities, value chain actors, and government to facilitate resilient and gender-responsive inclusive market development;
2. Build institutional capacity to promote and support resilient fishing practices;
3. Support improving quality control and safety standard of the local fishing and aquaculture industry.

### **3.7 Functional Objective G: Effective collaboration with member states and stakeholders**

The Independent Performance Review showed that collaboration between CRFM members, the Technical Unit / Secretariat and other stakeholders was sub-optimal. Areas which were specifically mentioned include sharing of fisheries data and statistics, development and implementation of joint / regional fishery management measures and plans. The CRFM relies on effective delivery of services, in-house and in collaboration with members and partners (e.g. OSPESCA, WECAFC and other RFBs) in order to achieve the results expected from it. Some of these services go beyond the scope of pure CRFM management and administration. Issues like the allocation of staff time within the CRFM Secretariat and in the member countries and issues related to planning of programme and project activities, meetings and other events require proper governance and oversight of the CRFM in its totality. Similarly, in terms of representation of CRFM members at international conferences, meetings and events of relevance to the Caribbean region and its objectives significant improvements can be made. This functional objective addresses these issues, embodies these necessary services and provides an enabling environment for effective achievement of the organizational results under the strategic objectives.

#### **3.7.1 Outcomes**

##### Advocacy, Policy and Planning Programme:

1. Further strengthened CRFM network, from present medium levels of collaboration to mainstreamed/ routine collaboration arrangements between CRFM and key partner agencies.
2. Continued strengthening of organizational partnership arrangements for policy, planning and coordination.

#### **3.7.2 Monitoring Indicators**

##### Advocacy, Policy and Planning Programme:

1. Strengthened communication and knowledge and information exchange {Source(s) of verification - relevant CRFM and partner agency reports}.
2. Improved support for / uptake from outputs of CRFM partnership arrangements {Source(s) of verification - relevant CRFM and partner agency reports, KAP survey reports}.

#### **3.7.3 Organizational Results**

*G1 –The CRFM Communication Strategy is effectively implemented, addressing communication and information needs of CRFM members, Secretariat and other stakeholders.*

##### G1.1 CRFM Communication Strategy - (PMSI, currently managed by all staff)

1. Activities, as described to be undertaken under the CKLN and CTA-Knowledge Platform activities (see A3).

2. General daily oversight and quality control for implementation of CRFM Communications Strategy, including management of information dissemination.
3. Promote and build capacity to increase use of ICT tools to share information and improve communication

*G2 – Effective programme and project development that addresses CRFM members needs and priorities, accompanied by efficient resource mobilization, monitoring, implementation and reporting mechanisms.*

#### G2.1 CARICOM Programmes (ED + DED)

1. Ongoing contribution to CARICOM Strategic Plan implementation, together with monitoring and reporting tasks.
2. Participation in CARICOM RBM project.
3. Participation in the relevant CARICOM Cluster and Thematic groups, which have specific work plans and reporting obligations, including the development of a marine fish industry development plan that is required for priority commodities identified by CARICOM. In addition, collaboration with other sectors working through their respective regional organizations is required to implement fisheries-related activities developed under agreed annual work programmes of the respective Groups.

#### G2.2 Resource Mobilization Committee - (ED + DED + PMFMD)

1. Meetings and activities of the Resource Mobilization Committee, which should be guided the Committee's agreed TORs.

*G3 – The joint CRFM-OSPESCA Action Plan and other key partnerships and alliances that contribute to and complement the CRFM work are implemented effectively.*

#### G3.1 CRFM-OSPESCA Action Plan - (ED + DED + PMFMD + PMRRA)

1. Collaboration with OSPESCA for implementation of the CRFM-OPSESCA Joint Action Plan.
2. Collaboration with ACP and CTA.
3. Collaboration with other sectors (inter-sectoral) for promotion of more holistic approaches to economic development and sustainable use of natural resources, as facilitated under partnership arrangements in respect of the CLME+ project, and other related regional initiatives, and in respect of joint activities agreed

*G4 – Strengthened capacity of the CRFM Secretariat to assume the additional responsibilities that accompany the role of CRFM as Competent Agency to support implementation of the CCCFP.*

G4.1 CCCFP- (ED + DED+ PMFMD)

1. Establishment of the enabling environment for implementation of the CCCFP, including identification and strengthening of implementing agency, and development of relevant protocols to address immediate priority needs identified by the CRFM.
2. Implementation of the Castries Declaration (as described for WG IUU)

*G5 – Effective direction of CRFM through improved governance, conflict resolution capacity and oversight.*

G5.1 CRFM governance - (ED + DED + PMSI)

1. Improvement CRFM management, through improved Forum and Ministerial Council coordination and conflict resolution processes.
2. Keep key documents that direct the operations and procedures of the CRFM updated and relevant.
3. Keep under review CRFM governance, conflict resolution and oversight operations.
4. Quarterly reporting to the Caribbean Fisheries Forum on the status of implementation of the biennial work plan (activities and finances).
5. Quarterly reporting to the Caribbean Fisheries Forum on Secretariat's staff duty travel and on outputs and follow-up action of direct relevance to Member States.
6. Database of CRFM Consultants is made accessible online to Member States.

*G6 – Enhanced representation of CRFM countries in international fora and events through its members or the Secretariat.*

G6.1 Representation in regional and international fora - (All staff)

1. Proposal for CRFM representation in international fora.
2. Collaboration with ICCAT for improvement of the management of tuna and tuna-like species.
3. Collaboration with FAO, via COFI and WECAFC.
4. Collaboration with other UN Agencies with an interest in fisheries and oceans management.

### **3.8 Functional Objective H: Efficient and Effective administration**

The work of CRFM with its members and other stakeholders requires effective administration. This functional objective seems obvious at first sight, but is introduced to further strengthen and improve the capacity of CRFM to deliver services that make implementation of its technical work more efficient and effective. Particular points it addresses in human resource management, finance and in administrative services, such as respectively staffing (e.g. succession planning,

and timely filling of posts), staff development, administrative procedures, host country agreement issues, contributions of members to the (core) budget, and membership issues. This objective responds to the remarks of the Independent Performance Review that found certain mismatch between the structure of the CRFM and the documentary framework in which it operates, especially given the small number of people employed in the operational arm of that organization, i.e. the Secretariat. A similar remark seems to apply as a consequence to the structure of the Secretariat. The division of so little staff over two offices seems difficult to justify. This functional objective will also allow for identification of savings, efficiency gains and enhancement of administrative services.

### **3.8.1 Outcomes**

#### **Administration:**

1. Further improved administrative services, from present fair level to a strong level that meets major international donor standards.
2. Further improved financial management, from present fair level to more predictable level in respect of regularity of inputs
3. Improved human resource management, from present fair level to a strong level, which satisfies fully all international standards.

### **3.8.2 Monitoring Indicators**

#### **Administration:**

1. Compliance with international donor criteria {Source(s) of verification - relevant donor and CRFM reports}.
2. Stabilisation of sources of income {Source(s) of verification - relevant donor and CRFM reports}.
3. Good management and development of human resources {Source(s) of verification - relevant donor and CRFM reports}.

### **3.8.3 Organizational Results**

*H1 – CRFM is recognized as provider of accurate and relevant administrative, financial and management information to its members. (MFA + ED + DED)*

#### **H1.1 CRFM administration and finance (MFA+ED+DED):**

1. Preparation and dissemination of technical, administrative and financial reports
2. Management of Member States Contributions
3. Management of International Donor Partners Funds and Activities

*H2 – Improved capacity of the CRFM Secretariat to programme, plan and implement its activities in an effective and efficient manner. (ED + DED)*

H2.1 CRFM meeting and activity programme delivery (ED + DED + MFA):

1. Ministerial Council Meetings
2. Forum Meetings and national reports received.
3. Executive Committee Meetings
4. Coordination of Programmes and liaison with organizations and Member States
5. Other Workshops / Training and Meetings
6. Implement a monthly financial reporting system within the Secretariat to facilitate programme monitoring by technical staff;
7. Develop and maintain a Database of CRFM Consultants.

*H3 – Efficiency savings and gains identified, agreed and implemented. (MFA + ED + DED)*

H3.1 Financial efficiency (MFA+ ED+ DED)

1. Procurement
2. Use of ICT tools
3. Maintenance and repairs of assets (vehicle, office equipment, computer equipment, etc.).

*H4 – CRFM is recognized as employer that implements best practices in performance- and staff management, committed to staff development and ethical behavior of its workforce. (MFA + ED + DED)*

H4.1 CRFM best practices as an employer (ED + DED + MFA)

1. Annual technical, financial and administration audits.
2. Independent performance reviews, as required by donor and partner agencies, and including evaluation of employer practices.
3. Staff training is kept updated and relevant in accordance with their respective duties and responsibilities.
4. Internal review and updating of accounting, procurement, internal control, audit, administrative systems and procedures to satisfy international best practice certification such as the EU Pillar Assessment.
5. Keep key documents that direct the operations and procedures of the CRFM updated and relevant.

#### **4. SUMMARY BUDGET WITH WORK BREAKDOWN STRUCTURE**

This is given in Appendix 1.

**CARIBBEAN REGIONAL FISHERIES MECHANISM  
BIENNIAL WORKPLAN AND BUDGET  
FISCAL YEARS: 2016 / 2017 & 2017 / 2018  
SUMMARY BUDGET SHEET**

Code	Strategic Objectives / Organizational Results	2016 / 2017			2017 / 2018			Grand Totals
		Member States	Int'l / Reg'l Donor	2016/2017 Total	Member States	Int'l / Reg'l Donor	2017/2018 Total	
<b>SO - A</b>	<b>Information on status and trends in the fisheries and aquaculture sector</b>							
A1	A regional database on fisheries and aquaculture statistics and information from the CRFM members is established and maintained at CRFM headquarters.	69,928	0	69,928	72,026	89,750	161,776	231,704
A2	Appropriate standards for data and information sharing are adopted by the Countries, supported by a protocol for data and information sharing.	987	0	987	987	0	987	1,974
A3	Countries have strengthened capacities to collect, analyze and use data and information for decision making, planning, policy formulation and implementation.	1,974	-	1,974	1,974	-	1,974	3,948
A4	A CRFM Statistics and Information report is published bi-annually	-	0	-	0	0	-	-
	<b>TOTALS</b>	<b>72,889</b>	<b>-</b>	<b>72,889</b>	<b>74,987</b>	<b>89,750</b>	<b>164,737</b>	<b>237,626</b>

<b>SO - B</b>	<b>Research and Development</b>							
B1	A regional (joint) fisheries and aquaculture research agenda is effectively implemented through annual scientific meetings, joint species specific Working Groups, and targeted research projects and collaboration with national, regional and international academic and research institutions.	71,902	120,000	191,902	73,013	544,843	617,856	809,758
B2	The status of the ten most important commercially targeted fisheries stocks in the CRFM region is known, to determine the MSY, need for conservation and potential scope for increase in production	43,987	14,445	58,432	72,987	22,086	95,073	153,505
B3	The effectiveness of management and conservation measures is monitored and evaluated in line with internationally accepted indicators, and results are made publicly available	0	0	-	0	0	0	-
B4	The social and economic performance of fisheries and aquaculture is enhanced through appropriate measures (such as fuel saving technologies)	0	0	-	0	0	0	-
B5	Best-practices fisheries technologies and gears are introduced by CRFM members, accompanied by technology transfer compliant with international standards	6,987	40,000	46,987	6,987	6,000	12,987	59,974
	<b>TOTALS</b>	<b>122,876</b>	<b>174,445</b>	<b>297,321</b>	<b>152,987</b>	<b>572,929</b>	<b>725,916</b>	<b>1,023,237</b>

SO - C	Sustainable Management and Use of Fisheries Resources							
C1	CRFM members have improved policies and standards that facilitate the implementation of the CFP and CCRF and other international fisheries instruments	69,928	23,220	93,148	72,026	19,305	91,331	184,479
C2	Fisheries legal frameworks in the CRFM member countries, in support of sustainable utilization of the fisheries resources, are updated and harmonized where possible	0	316,440	316,440	0	161,595	161,595	478,035
C3	Fisheries management and development plans and other fishery-specific conservation, management and recovery plans are prepared, adopted and implemented at national level and regional level where appropriate.	2,000	60,000	62,000	2,000	60,000	62,000	124,000
C4	The state of fisheries resources and aquatic ecosystems in general in the CRFM mandate area has improved due to change to more sustainable fisheries practices	0	10,000	10,000	0	0	0	10,000
C5	Fisheries operations by all CRFM members are more transparent, efficient, safer and compliant with rules at all levels through established and functioning Monitoring, Control and Surveillance (MCS) systems, including a regional vessel monitoring system (VMS)	0	10,000	10,000	0	0	0	10,000

C6	Small-scale fisherfolk organizations in CRFM member countries are strengthened and play an active role in planning, managing and monitoring fisheries	1,000	0	1,000	1,000	0	1,000	2,000
C7 & C8	Post-harvest losses have reduced and fish and fisheries products quality and safety have improved in the CRFM member countries  The infrastructure for marketing and trade of fish and fisheries products in the CRFM member countries has improved and meets domestic needs and international standards where required	0	1,586,957	1,586,957	0	176,931	176,931	1,763,888
	<b>TOTALS</b>	<b>72,928</b>	<b>1,996,617</b>	<b>2,069,545</b>	<b>75,026</b>	<b>417,831</b>	<b>492,857</b>	<b>2,562,402</b>
<b>SO - D</b>	<b>Sustainable Development of Aquaculture</b>							
D1 & D2 & D3	CRFM members have increased production of fish and fish products through sustainable expansion, diversification of species and intensification of aquaculture production systems.  Policy and legal frameworks enabling responsible aquaculture development have been established in the CRFM member countries  Voluntary guidelines, best management practices and standards for sustainable aquaculture in the Caribbean developed and adopted by the stakeholders	69,928	-	69,928	72,026	-	72,026	141,954
	<b>TOTALS</b>	<b>69,928</b>	<b>-</b>	<b>69,928</b>	<b>72,026</b>	<b>-</b>	<b>72,026</b>	<b>141,954</b>

<b>SO - E</b>	<b>Adaptation to climate change and disaster risk management in fisheries</b>							
E1 & E2 & E3	<p>CRFM members have incorporated the “CARICOM strategy and action plan on climate change adaptation and disaster risk management in fisheries and aquaculture” in their national programmes and plans and are effectively implementing at national level</p> <p>Fisherfolk and fishing communities’ vulnerability to crisis, threats and emergencies is reduced through better preparedness and integration of disaster risk management approaches</p> <p>Partnerships with CDEMA, 5Cs, FAO and others are strengthened to effectively address climate change adaptation issues in fisheries and aquaculture and enable the CRFM to play a more active role and coordinating role in this subject</p>	69,928	124,917	194,845	72,026	448,036	520,062	714,907
	<b>TOTALS</b>	<b>69,928</b>	<b>124,917</b>	<b>194,845</b>	<b>72,026</b>	<b>448,036</b>	<b>520,062</b>	<b>714,907</b>
<b>SO - F</b>	<b>Capacity building and institutional strengthening</b>							
F1  F2	<p>Fisheries Governance is benefiting from strengthened national fisheries administrations and other supporting institutional frameworks</p> <p>Fisherfolk organizations and their representatives are competent and capable to participate actively in fisheries management and conservation processes at local, national and regional level.</p>	69,928		69,928	72,026		72,026	141,954

F3	Dedicated fisheries skills development programmes designed and implemented at national and regional level through strengthened fisheries extension services							
F4	CRFM member countries and stakeholders have access to formal fisheries and aquaculture education programmes designed and implemented at CARICOM level							
	<b>TOTALS</b>	<b>69,928</b>	<b>-</b>	<b>69,928</b>	<b>72,026</b>	<b>-</b>	<b>72,026</b>	<b>141,954</b>
<b>SO - G</b>	<b>Effective collaboration with member states and stakeholders</b>							
G1	The CRFM Communication Strategy is effectively implemented, addressing communication and information needs of CRFM members, Secretariat and other stakeholders.	74,928	0	74,928	77026	0	77,026	151,954
G2	Effective programme and project development that addresses CRFM members needs and priorities, accompanied by efficient resource mobilization, monitoring, implementation and reporting mechanisms.	1600	0	1,600	1600	0	1600	3,200
G3	The joint CRFM-OSPESCA Action Plan and other key partnerships and alliances that contribute to and complement the CRFM work are implemented effectively.	900	-	900	900	-	900	1,800
G4	Strengthened capacity of the CRFM Secretariat to assume the additional responsibilities that accompany the role of CRFM as Competent Agency to support implementation of the CFP.	400	-	400	400	-	400	800

G5	Effective direction of CRFM through improved governance, conflict resolution capacity and oversight.	1,200	0	1,200	1200	0	1,200	2,400
G6	Enhanced representation of CRFM countries in international fora and events through its members or the Secretariat.	600	-	600	600	-	600	1,200
	<b>TOTALS</b>	<b>79,628</b>	<b>-</b>	<b>79,628</b>	<b>81,726</b>	<b>-</b>	<b>81,726</b>	<b>161,354</b>
<b>SO - H</b>	<b>Efficient and Effective Administration</b>							
H1	CRFM is recognized as provider of accurate and relevant administrative, financial and management information to its members	81,928	0	81,928	84,026	0	84,026	165,954
H2	Improved capacity of the CRFM Secretariat to programme, plan and implement its activities in an effective and efficient manner	130,950	0	130,950	113,950	0	113,950	244,900
H3	Efficiency savings and gains identified, agreed and implemented	17,200	0	17,200	14,700	0	14,700	31,900
H4	CRFM is recognized as employer that implements best practices in performance- and staff management, committed to staff development and ethical behavior of its workforce	13,150	0	13,150	10,400	0	10,400	23,550
	<b>TOTALS</b>	<b>243,228</b>	<b>0</b>	<b>243,228</b>	<b>223,076</b>	<b>0</b>	<b>223,076</b>	<b>466,304</b>
	<b>GRAND TOTAL</b>	<b>801,333</b>	<b>2,295,979</b>	<b>3,097,312</b>	<b>823,880</b>	<b>1,528,546</b>	<b>2,352,426</b>	<b>5,449,738</b>