

CRFM ADMINISTRATIVE REPORT



CRFM RESOURCE MOBILIZATION STRATEGY

January 2022 – December 2030

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CRFM Secretariat
Belize
2021

CRFM ADMINISTRATIVE REPORT

CRFM RESOURCE MOBILIZATION STRATEGY JANUARY 2022 – DECEMBER 2030

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ACRONYMS

CAHFSA	Caribbean Agricultural Health and Food Safety Agency
CARICOM	Caribbean Community
CARIFICO	Caribbean Fisheries Co-management
CCCCFP	Caribbean Community Common Fisheries Policy
CCRIF SPC	Caribbean Catastrophe Risk Insurance Facility Segregated Portfolio Company
CIF	Climate Investment Funds
CLME+	Sustainable Management of the Shared Living Marine Resources of the Caribbean and North Brazil Shelf Large Marine Ecosystem
CNFO	Caribbean Network of Fisherfolk Organisation
CRFM	Caribbean Regional Fisheries Mechanism
CRMS&AP	Community Resource Mobilization Strategy and Action Plan
CROSQ	CARICOM Regional Organization for Standards and Quality
CTA	Technical Centre for Agricultural and Rural Cooperation
DAC	Development Assistance Committee
FAO	Food and Agriculture Organization of the United Nations
FORUM	Caribbean Fisheries Forum
GNI	Gross National Income (GNI)
IDP	International Development Partnership
IFCM	Interim Fisheries Coordinating Mechanism
IICA	Inter-American Institute for Cooperation on Agriculture
IOI	International Oceans Institute
IOC	UNESCO Intergovernmental Oceanographic Commission
IUU	Illegal, Unreported, and Unregulated
LDCs	Least Developed Countries
NACA	Network of Aquaculture Centres in the Asia-Pacific Region
NGOs	Non-Governmental Organisations
NOAA	National Oceanic and Atmospheric Administration
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
OECS	Organisation of Eastern Caribbean States
OSPESCA	Central American Fisheries and Aquaculture Organization

PPCR	Pilot Program for Climate Resilience
PPP	Public-private partnerships
RMTU	Resource Mobilization Technical Unit (RMTU)
SCF	Strategic Climate Fund
SDGs	Sustainable Development Goals
SPS	Sanitary and Phytosanitary Measures
TNC	The Nature Conservancy
TOR	Terms of Reference
UN	United Nations
UWI	University of the West Indies
UNESCO GRO-FTP	United Nations Educational, Scientific and Cultural Organization - GRO Fisheries Training programme (Formerly United Nations University, Fisheries Training Programme)
WECAFC	Western Central Atlantic Fisheries Commission

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1.0 BACKGROUND AND INTRODUCTION

A major challenge facing the countries of the Caribbean is the sustainable development, conservation and management of the shared living aquatic resources of the region in a responsible and sustainable manner, to improve the quality of life of the thousands of persons who depend upon the fishery resources for their well-being and livelihood.

Legal Authority

The Caribbean Regional Fisheries Mechanism (CRFM) is a specialized CARICOM regional institution which was established by *the 2002 Agreement Establishing the Caribbean Regional Fisheries Mechanism*, executed by CARICOM States during the Thirteenth Inter-Sessional Meeting of the Conference of Heads of Government of the Caribbean Community, 3-5 February 2002, Belize City, Belize. The Agreement entered into force on 4 February 2002.

The CRFM is subject to and governed by international law. The organization possesses independent international legal personality, and has the capacity to enter into contracts and be party to legal proceedings. Article 20.1. of the 2002 Agreement, provides that the Mechanism possesses ‘full juridical personality’ and, in particular, full capacity to: (a) contract, (b) acquire and dispose of moveable and immoveable property, (c) institute legal proceedings.’ The CRFM is also empowered to, ‘enter into agreements with Member States, third States and other international organizations for the achievement of its objectives’ (Article 20.2).

Membership

There are 17 Member States of the CRFM. The membership consists of 14 independent Small Island Developing States (Antigua and Barbuda, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, The Bahamas, and Trinidad and Tobago), and 3 British Overseas Territories (Anguilla, Montserrat and the Turks and Caicos Islands). In addition, the CRFM has a formal relationship with the Dominican Republic through a Memorandum of Understanding to facilitate cooperation on matters related to fisheries conservation, management and development, including research and human and institutional capacity development towards these goals. In addition, Bermuda and Curacao and a number of regional and international organizations including FAO, CARICOM, OECS, CNFO, UWI, have been accorded observer status with the CRFM. In addition, the CRFM works closely with OSPESCA, WECAFC and the Coordinating Unit of the CLME+ Project/ Interim Coordinating Mechanism Secretariat within the framework of a MoU signed in 2016 establishing the Interim Fisheries Coordinating Mechanism (IFCM).

Objectives of the CRFM

The CRFM is a regional fisheries body (RFB) established to promote sustainable use of the living marine and other aquatic resources by the development, efficient management and conservation of such resources. The objectives of the CRFM as stated in Article 4 of the Agreement establishing the Organization (CRFM, 2002) are:

- 1 the efficient management and sustainable development of marine and other aquatic resources within the jurisdictions of Member States;
- 2 the promotion and establishment of co-operative arrangements among interested States for the efficient management of shared, straddling or highly migratory marine and other aquatic resources;
- 3 the provision of technical advisory and consultative services to fisheries divisions of Member States in the development, management and conservation of their marine and other aquatic resources.

Structure of the CRFM

The CRFM is made up of three (3) bodies as follows:

1. A Ministerial Council comprised of Ministers Responsible for Fisheries of the 17 Member States. The primary responsibilities of the Council are determining the policies of the Organization, resource allocation, approval of cooperative agreements for resource management and conservation, and related decision-making.
2. The Caribbean Fisheries Forum (Forum) which is comprised of heads of national fisheries administrations of Member States and observers comprised of stakeholder organizations, development partners and non-Member States and Territories. The Forum provides technical leadership to the Organization, including the provision of technical and scientific advice to the Ministerial Council, and oversight to the operations of the CRFM Secretariat; and
3. The CRFM Secretariat, which is the technical unit responsible for day-to-day coordination and execution of the work programmes; collaborating with national fisheries authorities; mobilizing resources; and managing the institutional networking to promote its optimal involvement and efficient functioning. The CRFM operates from 2 offices. The headquarters and legally registered office of the CRFM is located in Belize

City, Belize. There is also an office located in Kingstown, St. Vincent and the Grenadines.

The CRFM Secretariat supports Member States in all aspects of fisheries conservation, management and development, including data collection, analysis and information sharing; research, dissemination of scientific and technical information; fisheries and marine policy development; preparation and implementation of regional and national fisheries management plans; strengthening national and regional capacity for fisheries and marine resource management and sustainable use; marine spatial planning, marine managed areas; monitoring, control and surveillance and combating illegal, unregulated and unreported (IUU) fishing and organized crime in the sector; climate change and disaster risk management; value chain development, sanitary and phytosanitary systems and trade in fish and fishery products, gender mainstreaming, decent working conditions and welfare of fishers; blue economic growth; and aquaculture development.

The functions of the CRFM may be summarized as follows:

- Provide a forum for technical and policy discussion and policy decision-making in respect of fisheries development, conservation and management including the development of coordinated, harmonized, concerted or joint programmes by Member States.
- Collection, storage, analysis and distribution of statistical data and information on fish catch and fishing effort;
- Coordination and conduct of scientific research and stock assessment studies to determine the state of fish stocks and marine ecosystems, management reference points such as maximum sustainable yields and total allowable catch;
- encourage the establishment of effective mechanisms for monitoring, control and surveillance of fisheries exploitation to combat IUU fishing;
- Provision of advice or recommendations for sustainable use, management and conservation of the fish stocks and marine ecosystems; which may include specific measures to be applied to achieve desired objectives;
- Developing human and institutional capacity of its members;
- Technology transfer and information exchange on subject matters within its competence;

- Support efforts aimed at ensuring safe, healthy and fair working and living conditions for fishers and fish workers;
- Developing and maintaining relations with international and regional organization and promoting technical cooperation;
- Mobilizing resources and managing development projects on behalf of its members; and
- Represent or coordinate the representation of Member States at international fora and negotiations regarding fisheries, aquaculture and related matters.

2. STRATEGIC PRIORITIES OF THE CRFM

2.1 Common Fisheries Policy

The CARICOM Member States have adopted the Caribbean Community Common Fisheries Policy (CCCFP) establishing a platform for joint actions by Member States to transform and reposition the fisheries and aquaculture sector to ensure a better and more secure future for present and future generations and long-term sustainability of the resources and ecosystems. The Policy is comprehensive in its scope covering the development and management of fisheries and aquaculture; the conservation, sustainable development and management of fisheries resources and related ecosystems; the production, processing, marketing and trading of fishery and aquaculture products; and the welfare of fishers. The specific objectives include *inter alia*: promoting the sustainable development of fishing and aquaculture as a means of increasing trade and export earnings, protecting food and nutrition security, assuring supply to Caribbean markets and improving income and employment opportunities; developing harmonized measures for sustainable fisheries management; improving the welfare and livelihoods of fishers and fishing communities; prevent, deter and eliminate illegal, unreported and unregulated fishing, build the institutional capabilities of Member States; integrating environmental, coastal and marine management considerations into fisheries policy so as to safeguard fisheries and associated ecosystems from anthropogenic threats and to mitigate the impacts of climate change and natural disasters; and transforming the fisheries sector towards being market-oriented, internationally-competitive and environmentally-sustainable, based on the highest international standards of quality assurance and sanitary and phytosanitary systems.

Two protocols have been adopted under the CCCFP addressing: Climate Change and Disaster Risk Management in Fisheries and Aquaculture; and Securing Sustainable Small-scale Fisheries in the Context of Food Security and Poverty Eradication.

2.2 Other Key Regional Policy Instruments

In addition to the Caribbean Community Common Fisheries Policy the CRFM Member States have adopted several other regional policy instruments to guide sustainable fisheries development, conservation and management, and protection of marine biodiversity and ecosystems in the region, including, *inter alia*, the following:

- Updated Regional Strategy and Plan of Action on Climate Change and Disaster Risk Management in fisheries and aquaculture (2020)
- Castries Declaration on Combating Illegal, Unreported and Unregulated Fishing (2010)
- Regional Strategy on Monitoring Control and Surveillance to combat Illegal Unreported and Unregulated Fishing (2014)
- CRFM Policy Statement on the Ecosystem Approach to Fisheries (2013)
- CRFM Policy Statement on Fisheries Co-Management (2018)
- CRFM Policy Statement on Gender, Decent Work and Youth in Fisheries (2018)
- Gender Analysis, Strategy and Action Plan on Gender Mainstreaming in Fisheries of Member States of the Caribbean Regional Fisheries Mechanism (2021)
- St George's Declaration on sustainable Use, Conservation and Management of the Caribbean Spiny Lobster (2015)
- Sub-regional Management Plan for the Flyingfish Fisheries (2019)
- Improving the Outlook for Caribbean Reefs: Regional Plan of Action 2014-2019 (2014)
- Regional Fisheries and Aquaculture Research Agenda (2016)
- Model legislation, regulations, protocols & Manuals to strengthen capacity for sanitary & phytosanitary systems in fisheries (2016)
- The CRFM-OPSESCA Ministerial Declaration on Cooperation for Sustainable Development of Fisheries and Aquaculture Resources and the Second CRFM-OPSESCA Joint Action Plan (2012)
- Fisheries Management Plans for: i) Queen Conch Management Plan (2016), ii) Fishing around Fish Aggregating Devices (2018); and, iii) for Blackfin Tuna Fisheries (2018)
- The CARICOM / CRFM Results-Based Management Policy (2020)

- Study on the Potential of Fish Farming in the Caribbean and 5-Year Work Plan for Aquaculture Development in CRFM (2016)
- Model Protocol for the Management of Extreme Accumulation of Sargassum (2016).

2.3 Strategic Plan and Biennial Work Plans

The work of the CRFM is planned and executed under two main instruments: a long-term Strategic Plan, which is implemented by way of Biennial Work Plans. The Strategic and Biennial Plans of the CRFM seek to operationalize the vision and mission of the organization and the strategic policy commitments of the Member States, including the Caribbean Community Common Fisheries Policy.

The 3rd CRFM Strategic Plan covering the period January 2022 to December 2030 sets out the strategic and functional goals, objectives and priorities based on recent developments and current needs in the Member States including the need to urgently address emerging challenges associated with climate change, ocean acidification, disaster risk management, and post covid-19 pandemic recovery and transformation of the sector, while at the same time providing support to accelerate blue growth and wealth creation from the marine living resources.

The Third CRFM Strategic Plan, 2022 -2030 was approved by the 11th Special Meeting of the CRFM Ministerial Council on 4 October 2021.

Five Biennial Work Plans and Budget will be developed to implement the Strategic Plan over the period January 2022 to December 2030. Each biennial work plan and budget will identify the relevant Strategic and Functional Objectives and provide detailed description of the projects, activities, resources (financial, human resources), intermediate outcomes and outputs, together with performance indicators and measures, as well as information on how the objectives will be achieved.

The Biennial Work Plan and Budget will be prepared using the approved CRFM Results-Based Management Policy framework. The CRFM Secretariat will prepare the draft biennial work plans in consultation with Member States, stakeholders and Partners organization using the regular CRFM planning and decision-making processes. The Draft Work Plans will be submitted to the Executive Committee and Caribbean Fisheries Forum for input and endorsement, after which they will be presented to the Ministerial Council of the CRFM for final approval.

2.4 Goals and Objectives of the Third CRFM Strategic Plan (2022 -2030)

The Strategic Plan includes four (4) Strategic goals which are to be achieved by seven (7) Strategic objectives. There is also one (1) functional goal which is to be achieved by four (4) functional objectives. These are:

STRATEGIC GOALS:

- Goal 1:** *Sustainable use and management of fisheries and aquaculture resources in the Caribbean region.*
- Goal 2:** *Improvement of the welfare and sustainable livelihoods of fishing and aquaculture communities in Member States.*
- Goal 3:** *Contribute to the provision of sufficient, safe, and nutritious fish and seafood that meets the dietary requirements for an active and healthy life of Member States' populations.*
- Goal 4:** *Promote development of a regional fishery sector that is resilient to climate change, ocean acidification, natural disasters, and external shocks; and, enhanced through comprehensive disaster risk management and recovery arrangements.*

FUNCTION GOAL:

- Goal 1:** *Implement good governance practices for the organisation, through emphasis on supporting implementation of a results-oriented management philosophy, approaches and tools.*

THE SEVEN STRATEGIC OBJECTIVES:

- Objective 1.1: Effective sustainable management and utilisation of fisheries resources of Member States.
- Objective 1.2: Promote economic models for varying scales and types of aquaculture operations to improve food production and livelihoods.

- Objective 1.3: Strengthened monitoring, control and surveillance systems and frameworks to combat IUU fishing and organised crime in the fisheries sector.
- Objective 2.1: Competitive and profitable fisheries and marine resource development within the blue economic space of respective Member States.
- Objective 2.2: Capacity building and institutional strengthening in both public and private sector, to promote sustainable resource use, management, and conservation.
- Objective 3.1 Promote market development and safe consumption along the fisheries value chains.
- Objective 3.2 Promote improved access and consumption of nutritious fish and seafood.
- Objective 4.1: Enhanced regional and national frameworks, mechanisms and enabling environments to monitor climate change and ocean acidification impacts on fisheries and marine ecosystems.

THE FOUR FUNCTIONAL OBJECTIVES:

- Objective 1.1: CRFM governance and administration strengthened
- Objective 1.2: Effective collaboration with Member States and stakeholders
- Objective 1.3: Monitoring and evaluation
- Objective 1.4: Efficient administrative, financial, and human resources management

3. OBJECTIVES OF THE RESOURCE MOBILIZATION STRATEGY

3.1 The Overall Objective

The overall objective of the CRFM Resource Mobilization Strategy is to ensure that there is a clear, systematic, predictable, coordinated approach to soliciting, acquiring, managing, reporting, monitoring, and evaluating the use of funds and assistance received from donors and International Development Partners, and for expanding and strengthening the relationship between the CRFM and donors to ensure adequate and sustainable resources are availability to support implementation of the policies, programmes and strategic plans approved by the Ministerial Council.

These include the commitments laid down in the Agreement establishing the CRFM, The Caribbean Community Common Fisheries Policy and its Protocols, the CRFM Strategic Plans, and other approved regional policy documents. To achieve this, the CRFM will need sufficient, predictable and sustained contributions in the form of funds and technical assistance from Member States, bi-lateral and multi-lateral donors and regional and international development partners.

3.2 Specific Objectives

The specific objectives of the strategy are to:

- (1) Develop, improve and consolidate relations and dialogue between the CRFM and the donors and development Partners.
- (2) Broadening the base of resource mobilization partners and expand the resource channels by developing alternative sources of funding in order to reduce dependence on resources from Member States. This will include developing partnerships with new donors including the private sector and non-governmental organization with common interests in sustainable use, conservation and management of the living marine resources and ecosystems, and aquaculture development, will be a key objective.
- (3) Mobilize adequate and sustainable stream of resources for the CRFM Member States, CRFM Secretariat and partners such as the CNFO and UWI to deliver the agreed programmes and activities set out in the Third CRFM Strategic Plan (2022 - 2030) and other approved policy documents;

- (4) Enhance the effectiveness of development assistance for blue growth through fisheries and marine resource use, conservation and management in the CRFM States;
- (5) Implement robust results-based management policy and approaches aimed at delivering planned outcomes, strengthening quality monitoring and reporting and recognizing our donors and development partners more systematically for their contributions;
- (6) Put in place a framework for resource mobilization.

4. GUIDING PRINCIPLES

The CRFM's resource mobilization strategy is consistent with the regional overarching policy goals and priorities of the Caribbean Community as set out in the Revised Treaty of Chaguaramas establishing the Caribbean Community including the CARICOM Single Market and Economy and the CARICOM Strategic Plan and related instruments, The Caribbean Community Common Fisheries Policy, and the CARICOM Regional Food & Nutrition Security Policy. The strategy is also consistent with the international principles laid down in the Paris Declaration (2005) and other processes aimed at making aid more effective, as well as principles of international law related to fisheries and oceans found in Agreements and instruments such as the UN Convention on the Law of the Seas and the FAO Code of Conduct on Responsible Fisheries. The 2030 Sustainable Development Agenda and the SDG Goals particularly Goal 14: Life Below Water, are important international commitments with which the resource mobilization strategy is consistent.

The guiding principles of the Resource Mobilization Strategy are:

Principle 1- Consistency with Regional Needs and Priorities for Sustainable Use of Aquatic Living Resources

The CRFM maintains its core mandate and functions in supporting the Member States to achieve efficient management and sustainable development of marine and other aquatic resources of the region based on the regional policy instruments agreed by CRFM Member States such as the Caribbean Community Common Fisheries Policy and its Protocols, the Castries Declaration on Combatting Illegal Unreported and Unregulated Fishing; the Fisheries and Aquaculture Activity and Research Planning Agenda; the Updated Climate Change and Disaster Risk Management

Strategy and Action Plan (2020); and the CRFM Strategic Plans. All resources mobilized will be focused on achieving the Strategic Objectives and commitments of the CRFM.

Principle 2- Promoting Efficiency and Effectiveness in Delivery of Services

The CRFM promotes the efficient use of available human and financial resources in a manner that focus on delivery of results and outcomes leading to effective management and conservation of the marine living resources and sustainable development of aquaculture. The CRFM identifies, mobilizes, tracks, monitors and reports back on funding received for purposes of policy and programme implementation.

Principle 3- Strengthening National, Regional and International Coherency and Synergy

The CRFM Secretariat working in tandem with the governance bodies of the CRFM will manage the resource mobilization strategy in line with decisions of the Ministerial Council, COTED and other relevant policy-making organs of CARICOM. As provided in the CARICOM Strategic Plan, the principles of ownership, inclusiveness, equality, results-based management, transparency and accountability (see principle 6 below) are the building blocks of the regional integration process and coordination with donors and international development. The CRFM will also prioritize the need for coordination, consultation and synergies with other organizations working in fisheries and aquaculture in the region. This collaborative and coordinated approach must be built on trust, mutual respect and solidarity amongst the organizations to avoid unnecessary duplication of efforts and competition for resources, and instead leverage the mandates, core functions and strengths of each organization to strengthen our overall effort to attract resources to support the countries and optimize contribution of fisheries to regional development.

Principle 4- Strengthening Human and Institutional Capacity and Technology Transfer

Building human and institutional capacity at both the Regional and Member States' levels is a key principle to be supported in order to strengthen the skills and capacity needed to generate

and monitor the use of donor funding and move towards sustainable financing arrangements. All assistance in projects and programmes shall contain clear capacity building and technology transfer components that build the institutional and human resource capacities of the CRFM Member States, Secretariat and stakeholder organizations operating in the sector.

Principle 5- Application of Result-based Planning and Management

As resource mobilization and international cooperation arrangements become more complex and competition for limited donor resources increases, the CRFM must deliver high quality services in a timely, efficient, transparent and accountable manner through the application of available technological solutions and result-based planning and management framework including effective monitoring and evaluation mechanisms.

Principle 6 - Accountability and Transparency

The CRFM will use, manage and report on the resources received from donors and IDPs in a manner that is consistent with established international best practice standards, and acknowledges and gives due recognition to the donor and IDP intent and is transparent and accountable to the Member States, donors and IDPs. Resources received must only be used in accordance with the terms under which the donors or IDP provided their contributions. The CRFM must demonstrate “value for money” and report on the use of resources received in a timely manner.

5. KEY CONSTRAINTS AND OPPORTUNITIES

The CRFM must overcome several key constraints and challenges in order to improve the mobilization of resources to support and finance implementation of the policies, programmes and work plans approved by the Member States through the Ministerial Council or other relevant policy level bodies of CARICOM. These include:

5.1 Graduation from eligibility for ODA:

Most CRFM States have graduated to upper-middle-income and high-income status and, therefore have limited access to concessional financing. They are thus not eligible for Official Development Assistance (ODA) available from some bilateral and multilateral donors and development partners, making it more difficult to mobilize resources to support implementation of regional fisheries projects. For, example, the Development Assistance Committee (DAC) of the Organization for Economic Co-operation and Development (OECD) maintains a DAC List of ODA Recipients which shows all countries and territories eligible to receive ODA. These consist of low and middle-income countries based on gross national income (GNI) per capita as published by the World Bank. The list also includes all the Least Developed Countries (LDCs) as defined by the United Nations (UN). This list is reviewed and updated every 3 years and is widely used by both multilateral and bilateral donors in providing development assistance to countries (See Appendix 1 - DAC List of ODA Recipients).

The only CRFM State that is classified as a Least Developed Country by the UN is Haiti. The following CRFM countries: Antigua and Barbuda, Belize, Dominica, Grenada, Guyana, Jamaica, Montserrat, St. Lucia, St. Vincent and the Grenadines and Suriname, are currently classified as Upper Middle-Income Countries or Territories and are eligible for ODA. However, Anguilla, Barbados, Bahamas, St. Kitts and Nevis and Trinidad and Tobago are not currently on the DAC List of ODA Recipients and are not therefore eligible for ODA and, as a consequence, are often excluded from development project.

It is often the case that when funding support or technical assistance is secured from a donor international Development Partner for regional project, the non-eligible States and Territories are excluded from direct participation and benefits. The issue of graduation needs to be addressed at the highest political level. CARICOM Heads of States, Foreign Ministries and Finance Ministries individually and collectively at the CARICOM level have been engaged on the issue for several years but have not yet made tangible progress. The CRFM should however continue to find creative ways of ensuring that all Member States are able to benefit from

available funding and technical assistance despite the challenges brought about by the graduation of States.

5.2 Inadequate Processes and Operating Procedures:

It is important that the CRFM develops standardized processes and operation procedures with respect to the mobilization of resources. The organization requires well documented and clear procedures that will facilitate and enhance efforts and support initiatives that make resource mobilization an important component of the work of not just one or two staff but all senior level technical and administrative staff of the Secretariat. Furthermore, responsibility for Resource Mobilization is not and should not be a function given to Secretariat only. A Resource Mobilization Sub-Committee was established in 2014 by the Ministerial Council to bolster the capacity of the CRFM as an organization to address resource constraints drawing upon expertise and input from Member States and other experts. The Sub-committee operates under the direction of the Forum and the Executive Committee to carry out its work.

In addition to the inadequate procedure specifically related to resource mobilization, a major indirect area of weakness that has been flagged for several years is the accounting procedures and the ever-increasing arrears in Member States annual contribution to the CRFM which would seriously negatively impact on the ability of the CRFM to develop partnerships with donors and mobilize resources. The matter was recently highlighted in the Report of the Second Strategic Review of the Fiduciary, Procurement, HR and Operating Systems of the CRFM, where it was noted that, “Long outstanding contributions from Member States were reflected in the CRFM’s financial statements as Accounts Receivables.” The Consultant recommended two options as follows: “... irrecoverable amounts over a certain period of time, such as five years, to be forgiven and written off as a bad debt and a payment plan developed for more current outstanding assessed contributions. Another option recommended was showing the Receivables in the Financial Statements at its fair value by deducting a provision for estimated irrecoverable amounts.” Addressing the above inadequacies in the accounting procedures and strengthening procedures for management of Member States arrears are fundamental to enhancing capacity to mobilize resources.

5.3 Insufficient Skills or Capacity within the Secretariat for Resource Mobilization:

The CRFM Secretariat operates on a limited budget with a small staff complement. Senior staff devote part of their time to prepare project proposals and contribute to resource mobilization. The Executive Director, Deputy Executive Director and Programme Managers currently all contribute part of their time and effort to resource mobilization. However, given the increasing needs and difficulties associated with raising donor funds for middle income countries that have graduated, as well as the steadily declining funds available from donors and increasing competition to access such resources. Given also the central role of resource mobilization in securing resources to support implementation of the approved policies, programmes, projects and activities of the CRFM, it is vitally important that the CRFM invest in capacity building of staff in the area of resource mobilization. The CRFM should also consider recruiting specialized expertise in resource mobilization and fund raising to coordinate this function.

5.4 Inadequate Donor / IDP and CRFM Interaction Opportunities:

Mobilizing resources entails 2 key steps: (1) knowing about the opportunity that exists for funding or technical assistance, and (2) getting the donor's / international development partner's attention and building a relationship with the donor / IDP. Donor intelligence gathering by the CRFM staff members responsible for resource mobilization should be done in a systematic and consistent manner and shared throughout the organization. Resources in the form of person days and even funds, should be set aside for "donor intelligence" activities and the preparation of actionable briefs. This is an aspect that is highly underutilized by the CRFM Secretariat and Member States. The latter step requires in most cases, having meetings and verbal and written exchanges with the donor/IDP in order to build the institutional and interpersonal relationships and clarify mutual interests, thus paving the way to accessing the available resources. In addition to the Secretariat staff, Member States representatives and other CRFM network partners are also expected to play a more significant role in identifying and building partnerships in order to mobilize resources.

5.5 Inadequate emphasis on existing and interpersonal relations:

The value of existing relations and networks cannot be overemphasized. Studies have shown that a major motivation in the decision to commit funding is the relationship between the donor and the recipient. The CRFM should invest in a purposeful and structured manner, in building and maintaining new relationships with non-traditional donors and IDPs, and also nurturing,

strengthening and maintaining good relationships with existing development partners, and not to take them for granted.

5.6 Delivering results and monitoring outcomes and impacts:

Member States and Donors are placing increasing importance on implementation, delivery of results and impactful outcomes, participatory monitoring and evaluation of programmes and projects, as well as documentation of impacts and outcomes of their investments. The CRFM should: (1) continue to invest in strengthening and applying its results based management systems; (2) invest in improving quality management of its outputs and deliverables; and (3) highlight the mechanisms, systems and resources (including fiduciary, procurement, human resources and decision-making) it has in place to ensure accountability, transparency, cost-effectiveness and delivery of results, in its proposals, report, press releases and through formal, informal, and inter-personal communication.

5.7 Inadequate communication and visibility:

Inadequate funding and limited ability to access resources are closely linked to inadequate communication and visibility of the organization. The CRFM must invest in improving its basic communication strategies, messaging, use of available media, tools and technologies to improve connections with donors, IDPs and other relevant target audiences, improve visibility and create a positive perception and image of the CRFM. The messaging and target audiences should be clear. The existing communication strategy should be reviewed and refined to achieve greater impact and results. The revised strategy should include goals and actions to: establish the CRFM's overall message and branding; raise visibility and awareness of the organization and its roles and responsibilities as well as the importance and potential of the fisheries sector in social and economic development; engage with larger audiences; and sustain and increase support from traditional and non-traditional donors and international development partners. Staff of the Secretariat, members of the Forum, CRFM network partners, and the Ministerial Council should all assist in promoting and improving visibility and messages of the CRFM. Special attention should be given to upgrading and enhancing the CRFM's knowledge management platform comprising the website, and social media channels such as YouTube, twitter and Facebook to improve communication, visibility and information sharing.

6. STRENGTHENING CAPACITY FOR RESOURCE MOBILIZATION

6.1. Strengthening the CRFM fiduciary and Procurement Systems

The CRFM must invest in upgrading its fiduciary, procurement and related human resource management and other operating systems and procedures, including but not limited to internal controls, accounting, independent external audits, publication of information on recipients and protection of personal data. The systems should be brought on par with international best practices and standards to establish the CRFM as a competent and credible organization for the management of large donor funds and projects. Donors are increasingly seeking partners with internationally recognized accreditation to manage their funds and implement the projects they support. Strengthening of internal systems and human resources within the organization to manage financial resources and projects, and gaining internationally recognized accreditation are therefore fundamental pillars of the Resource Mobilization Strategy.

The CRFM as an organization must therefore take the actions necessary to strengthen and establish the operating systems, standards and rules required to receive internationally recognized accreditation for management of donor funds and project management and implementation. The European Union Pillar Assessment is one example of the type of assessment process and accreditation that the CRFM should seek to satisfy.

6.2. Strengthening Skills or Capacity within the Secretariat for Resource Mobilization

Given the increasing needs and difficulties associated with raising donor funds for middle income countries that have graduated, and also the central role of resource mobilization in securing resources to support implementation of the approved policies, programmes, projects and activities of the CRFM including Member States and network partners, it is vitally important that the Governing Bodies and Secretariat of the CRFM prioritize and ensure that the Secretariat is equipped with adequate skills and capacity to mobilize resources.

Furthermore, all senior and mid-level staff at the Secretariat need to contribute to efforts to mobilize resources and therefore need relevant skills and capacity to identify, capture and optimize opportunities that become available. Some staff may require targeted training to

improve their capacity. But training must be accompanied by support, guidance and action to apply the newly acquired skills and capacity to actually mobilize resources.

Finally, the CRFM Secretariat should create and foster a culture that promotes, encourages, and incentivize staff to invest in project development and resource mobilization, as well as promoting a positive image of the CRFM and other network partners including national fisheries administration in supporting sustainable use of fisheries and sustainable development of aquaculture. They need to do so in a conducive environment that encourages both individual and team efforts.

6.3. Resource Mobilization Officer

The CRFM should have on board at the Secretariat, a senior level staff with significant practical experience in resource mobilization, whose primary responsibility should be coordinating the CRFM's resource mobilization programme and implementation of the Resource Mobilization Strategy and activities to ensure the availability of appropriate and sustainable financing and other resources required to succeed.

This professional should be designated as the Officer Responsible for Resource Mobilization. Resource mobilization does not have to be the sole responsibility of the individual, however, a major part of his or her time and effort should be committed to identifying potential sources of funding, developing project proposals, assisting with donor engagement, and securing donor support and commitments. The position may not need to be permanent; it could be for an initial period of two to three years only and continued only if deemed necessary based on delivery of value and results and a continuing need for the services of the office.

The Resource Mobilization Officer would work under the guidance and supervision of the Executive Director. The Officer would participate in the future development and implementation of the CRFM resource mobilization strategy as well as initiatives to build and maintain a network of development partners and donors to support the CRFM and Member States in fisheries and aquaculture development and management. He or she will be responsible for business development, and project development and implementation.

The Resource Mobilization Officer may supervise support staff and works in close collaboration with other senior staff of the CRFM including the Deputy Executive Director, Programme Managers and Manager of Finance and Administration Management to support implementation of the Resource Mobilization Strategy and projects.

The Resource Mobilization Officer should have a Master's Degree or equivalent in Business Administration, Economics, Social Sciences, International Relations, Political Sciences or related field. He or she should have at least 5 years of relevant experience at the national, regional or international level involving multi-stakeholder projects and partnership development, as well as extensive experience in research and policy-level analysis, design, monitoring and evaluation of development projects. He or she must also have strong oral and written communication skills.

6.4. The Resource Mobilization Sub-committee

The 9th Meeting of the Ministerial Council of the CRFM, acting on the recommendation of the 13th Meeting of the Caribbean Fisheries Forum, established the CRFM Resource Mobilization Sub-committee. The Sub-committee is tasked with the responsibility of developing a resource mobilization strategy that will include traditional and new donors, innovative financing methods, securing contributions of Member States, and developing project proposals to support the funding needs for implementation of the CRFM Strategic Plans and other policy commitments of the CRFM. The TOR of the Sub-committee is at Appendix 2.

The Sub-committee will review the resource needs and funding gaps of the CRFM, analyze possible financing scenarios and provide advice and guidance to the Forum and Ministerial Council on the most effective ways of mobilizing adequate financial, human and organizational resources for sustainable fisheries and aquaculture development based on the agreed policies and priorities established by the CRFM Ministerial Council and other regional policy makers. The Sub-committee is also mandated to seek resources to support agreed regional programmes and projects as well as national initiatives. The Sub-committee shall avoid competing with Member States or Associate Member States for donor resources.

The Sub-committee had 2 meetings since it was established due to among other things, limited resources to work, including the fact that no financial resources were allocated to support the

Sub-committee work. The Resource Mobilization Strategy envisages an active and adequately resourced Sub-committee working closely with the CRFM Secretariat and Forum to effectively and efficiently carry out its functions.

6.5. Coordination with CARICOM Secretariat

The Secretary General of CARICOM and the CARICOM Secretariat has been mandated by the Revised Treaty of Chaguaramas to mobilize resources to support the work of the Community including the CARICOM institutions such as the CRFM. The Member States have established a specialized unit, the Resource Mobilization Unit (RMTU) within the Secretariat to spearhead resource mobilization to fulfil the mandate. The Secretariat is therefore mandated to provide to CARICOM Institutions support in the development of project proposals and in the mobilization of resources to implement regional decisions. The CRFM as a CARICOM regional institution is obliged to work with the CARICOM Secretariat on this matter.

CARICOM Secretariat's Mandate to Mobilize Resources for the Community

Article 24(c) of the Revised Treaty of Chaguaramas provides that the Secretary-General of the Community shall, subject to the determinations of the competent Organs of the Community, "*identify and mobilize, as required, external resources to implement decisions at the regional level and undertake studies and develop decisions on relevant issues into implementable proposals.*"

Further, Article 25 (f) provides that "*the Secretariat shall;... "coordinate in relation to the Community the activities of donor agencies, international, regional and national institutions for achievement of objectives of the Community.*"

The CRFM will therefore coordinate and collaborate with the CARICOM Secretariat to mobilize resources for the regional fisheries programmes and plans. The CRFM Secretariat will work closely with the Resource Mobilization Unit as well as with other directorates and programmes at the CARICOM Secretariat such as the Foreign Affairs Directorate, the Sustainable Development Programme, and the Agriculture and Agro-Industrial Programme in order to mobilize resources.

The CARICOM Secretariat meets frequently with donor countries and international development partners to review cooperation and agree on priorities areas for future collaboration. For example, there are regular meetings between CARICOM and the United Nations System; CARICOM and Japan; CARICOM and the United Kingdom; CARICOM and Spain; CARICOM and Canada, and CARICOM and New Zealand to review relations and identify future priority areas for cooperation. The CRFM should be well represented at these meetings and directly or through Member States, as appropriate, profile the CRFM and use the opportunity to establish and maintain contact with the aim of mobilizing resources to implement the agreed strategic priorities of the organization identified and approved by the Ministerial Council.

6.6. Collaboration among CARICOM Institutions

CARICOM level cooperation is not limited to working with the CARICOM Secretariat. At the Third Meeting of the Secretary-General and Heads of CARICOM Regional Institutions on 8 March 2016, it was agreed that the Institutions of the Community need to work together for synergies and effective utilization of development partner’s resources to achieve the goals of the community.

The Fifth Meeting of the Secretary-General and Heads of Community Institutions on May 4, 2017, agreed to the establishment of a Regional Committee on Coordination of Resource Mobilization. The purpose of the Committee is to ensure a common approach by CARICOM Regional Institutions to coordinate actions for community resource Mobilization, including the elaboration of a Community Resource Mobilization Strategy and Action Plan (CRMS&AP).

With regard to the development of the CRMS&AP, the CARICOM Secretariat has engaged a consultant to develop the CRMS&AP to support the implementation of the new Community Strategic Plan (2020-2030). A working group, comprising representatives from the Regional Institutions has been established to work closely with the consultant to develop the CRMS&AP.

6.7. Donor Information Management System for CARICOM

In its quest to better coordinate efforts among the Secretariat and CARICOM Institutions to streamline and optimize resource mobilization and project development and implementation, the CARICOM Secretariat initiated the development of a Donor Information Management System for the entire Community in 2020. The justification for such a system is that a single easily

accessible source of information, available to the countries and CARICOM Institutions, which hosts all the relevant details about donors, would help to improve coordination and efficiency in resource mobilization significantly. The overall objective of the Donor Information Management System is to enable the CARICOM States, CARICOM Secretariat and CARICOM Regional Institutions, such as the CRFM, to easy and quick access donor and project related information, thereby enhancing donor coordination and resource mobilization capacities of CARICOM Secretariat and the Institutions.

In 2020, the CARICOM Secretariat secured the services of a consulting firm to design and build a web-based software application which would comprise the Donor Information Management System and address the needs of the Community. The Donor Information System will serve as the main electronic repository of all relevant donor and project related information. It will host information on all the development partners of the CARICOM Secretariat and Regional Institutions as well as information on all projects implemented by the CARICOM Secretariat and the Regional Institutions since calendar year 2007. Training is now being provided to CRFM Secretariat staff and staff of other regional institutions in utilizing the System.

7. SOURCES OF RESOURCE (FUNDS AND TECHNICAL ASSISTANCE)

- Legal Authority
- Member States Contribution
- Establishment of Reserve Fund
- Recent and Current International Development Partners and Donors
- Potential New International Development Partners and Donors including NGOs and CSOs
- Public/Private Partnerships

7.1. Financing of the CFRM

7.1.1. Legal Authority

The financing of the CFRM is addressed under Article 15 of the 2002 Agreement Establishing the CFRM. There are 2 major provisions on financing of the organization. Firstly, member States and Associate Members are obligated to pay such annual contributions as are agreed by the Ministerial Council (Art 15.1). Secondly, the CFRM is obligated to establish a Reserve Fund consisting of grants from donors and sponsors of the CFRM, grants from Member States and Associate Member States, and other entities, whether public or private; and revenue derived from the operations of the Mechanism and income generated from investments of the Mechanism (Art 15(bis)). See text box below for details of Art 15.

7.1.2. Member States Contribution

The core budget of the CFRM is financed by annual contribution of the 17 Member States agreed upon by the Ministerial Council. The agreed annual contribution of Member States over the past 15 years is approximately US\$960,000. However, not all Member States pay their contributions in a timely manner and CFRM encounters severe cash flow constraints from time to time due to late payment, part-payment or non-payments by some Member States. Since the establishment of the CFRM in 2002 significant arrears in Member States contributions have gradually built up over the years.

Way Forward

The issue of Member States contribution to the CFRM is a discussion item at all meetings of the Forum and Ministerial Council. A key pillar of this resource mobilization strategy is to work with

Member States to improve payment of their annual contribution in a timely manner and clear all outstanding arrears owed to the CRFM. Following the October 2020 meeting of the Ministerial Council, steps are now being taken to rectify the financial report of the CRFM address bad debt and bring the statement in compliance with international accounting standards. The Agreement establishing the CRFM provides for sanction on countries that are in arrears. These sanctions have not been applied. The Governance Bodies should develop and adopt a framework for implementing sanctions to secure compliance with states' obligations for non-payment of contributions.

7.1.3. Establishment of Reserve Fund

A reserve fund, by definition, is a savings account or other highly liquid asset set aside by an individual or business to meet any future costs or financial obligations, especially those arising unexpectedly. Governments, financial institutions, and private individuals often establish reserve funds.

In the case of the CRFM the specific purpose for which the Reserve Fund can be used is prescribed in the following terms, it *“shall be used to finance as required the regular and capital budgets of the Mechanism.”* Provision is also made for the Reserve Fund to be invested in liquid assets (usually interest-bearing savings account) as well as less liquid assets (*“securities of the Region”*) if deemed to be in the interest of the Mechanism.

Although the fund size may vary, the typical goal is to deposit funds regularly in an account that accrues interest, thereby increasing the fund's value while not in use. Because expenses may arise unexpectedly, a reserve fund is typically kept in a highly liquid account, such as a savings account.

The CRFM has not made any attempt so far to establish the Reserve Fund as required by Article 15 of the CRFM Agreement. The Reserve fund is a mandatory requirement of the Agreement establishing the CRFM. Art 15(bis)(1) says, *“[t]he Mechanism shall establish a Reserve Fund...”* Given the benefits of such a fund, Member States should take action to establish and utilize the reserve fund as soon as possible. The Funds could be seeded with the proceeds from the sale of the 6 properties (real estate) owned by the CRFM in Belize¹.

¹ The CRFM is the owner of 6 properties at Northend Estate, Belize City which were inherited from the Canadian funded CFRAMP Project that ended in about 2003 when the CRFM was established. CRFM staff used to live in the houses but they had to be abandoned between 2004-2008 due to uneven subsidence, dilapidation and frequent burglary activity. The houses have been subject to major subsidence due to poor construction, the nature of the area where they were constructed and frequent flooding.

Article 15. (CRFM Agreement, 2002)

Financing of the Mechanism

- 1. Member States and Associate Members shall pay such annual contributions as are agreed by the Ministerial Council.*
- 2. Observers shall pay such subscriptions as are levied from time to time for attendance at particular meetings of an organ of the Mechanism or at meetings of a Sub-Committee of the Mechanism.*
- 3. Where a Member State is in arrears with its contribution and as a consequence thereof the Mechanism obtains overdraft facilities, the Member State in arrears shall bear the cost of the provision of such facilities.*
- 4. The Technical Unit shall prepare annual accounts which shall be audited by the Auditors appointed by the Director of the Unit.*
- 5. The Report of the Auditors shall be submitted to the Ministerial Council (MC) for consideration and approval.*

Article 15(bis)

The Reserve Fund

- 1. The Mechanism shall establish a Reserve Fund along the lines set out in this Article.*
- 2. The resources of the Reserve Fund shall consist of the following:*
 - (a) grants from international donors and sponsors of the Mechanism;*
 - (b) grants from Member States and Associate Members;*
 - (c) grants from entities, public and private, which are not sponsors of the Mechanism;*
 - (d) unspent balances from the regular budgets of the Mechanism;*
 - (e) revenues derived from the operations of the Mechanism;*
 - (f) income from investments of the Mechanism.*
- 3. The resources of the Reserve Fund shall be used to finance as required the regular and capital budgets of the Mechanism.*
- 4. Withdrawal of resources from the Reserve Fund shall require the prior authorization of the Ministerial Council.*
- 5. The resources of the Reserve Fund shall be held in such liquid form as the Ministerial Council may determine, provided that whenever it is in the interest of the Mechanism, the resources of the Reserve Fund may be invested in the securities of the Region.*
- 6. Investments mentioned in paragraph 5 shall be made by the Director of the Unit with the approval of the Ministerial Council.*
- 7. The finances of the Reserve Fund shall be audited annually by the auditors appointed by the Director of the Technical Unit (TU) to audit its accounts. The Report of the Auditors shall be submitted to the Ministerial Council for consideration and approval.*

7.1.4. Recent CRFM Donor Funded Project

As noted above, Member States' contributions to the CRFM are supplemented by bilateral and multi-lateral donor funding which are provided for the implementation of specific regional and sub-regional projects. The CRFM has been highly dependent on donor funded projects to support the implementation of its work plans and achievement of its objectives.

A significant part of the work of the CRFM is the development and implementation of regional projects funded by donors and IDPs for the benefit of Member States. Many of these projects are increasingly being developed and implemented in partnership with other regional development partners operating in the Caribbean such as FAO, UWI, CNFO and CANARI (StewardFish and CC4FISH), IICA (SPS Project), and the CLME+ Project. A sample of recent and current donor funded projects is provided at Appendix 3.

7.2. Potential New International Development Partners and Donors

The CRFM should invest in strengthening relationship with existing donors and IDPs while at the same time invest in finding, securing and building long-term partnerships to obtain funds and support from new major donor and IDPs. This will require devoting resources to both donor retention and to identify and build relationship with potential new donors and IDP.

Strengthening the CRFM's focus and internal capacity for resource mobilization including having in place an approved strategy, a functional Resource Mobilizational Sub-committee, staff that are giving higher priority to resource mobilization and closer involvement of Member States in assisting with resource mobilization are all part of the strategy to identify and attract new donors and IDP.

Strengthening collaboration with CARICOM and the other CARICOM regional institutions through for example having an efficient and functional donor / IDP database is another pillar in the overall capacity to reach out beyond traditional supporters and find new donors and IDPs.

The Resource Mobilization Officer and other Secretariat staff working on resource mobilization, in collaboration with the Resource Mobilization Sub-committee, will need to actively conduct donor mapping research to identify suitable potential donors and develop customized step-by-step strategies to establish and deepen relationship with them and attract funds.

The CRFM will also need to create a marketing strategy as well as specific marketing materials to inform and attract donor prospects. The investment in developing this resource mobilization strategy will itself contribute to the process of finding major new donor.

7.3. Partnerships with NGOs and CSO

Non-governmental organizations and civil society organizations have emerged as major global and regional players in global ocean and marine resource governance and management. These organizations are both potential sources of funding, technical assistance and partners in addressing marine resource management, conservation and governance challenges. The CRFM has collaborated with NGO such as the TNC, Wildlife Conservation Society and regional NGO such as CANARI. However, formal mechanisms for NGO/CSO participation and engagement within the CRFM processes for planning, decision-making and implementation remain limited. A more formalized, structured and coordinated engagement with the NGO/CSO community is desirable to address areas of common interests, and should be addressed as a part of the overall strategy to procure additional funding and technical support.

7.4. Private/ Public Partnerships

Public-private partnerships (PPP) involve collaboration between a government or inter-governmental agency such as the CRFM and a private-sector company to provide funding and technical support to develop and implement projects. PPPs have been used extensively in areas such as building and operating public transportation networks, parks, convention centers, electricity generation and distribution and other largescale infrastructure projects. Financing a project through a public-private partnership can allow a project to be completed sooner or make it a possibility in the first place.

There have been limited but growing experience with PPPs in fisheries and marine resource management and conservation in the CARICOM region. Successful examples have been implemented in the areas of fisheries surveys for the purpose of setting total allowable catch and allocating catch quotas; establishing and managing marine protected or marine managed areas; aquaculture industry and provision of supplies such as equipment and fuel to fishers and other stakeholders.

The CRFM will seek to further develop innovating ways of promoting and expanding public-private partnerships to raise financing and support to address the priorities identified in the strategic plan and work plans. There are priorities that are more suitable for PPP approach such as investment in aquaculture, fisheries surveys, area-based management approaches, strengthening the value chain approach and sanitary and phytosanitary systems for marketing and trade of fish and seafood.

7.5. Partnerships with Academic, Research and Training Institutions

The CRFM has since its inception worked closely with several academic and research institutions in the region and extra-regionally to plan, mobilize resource and implement its strategic plans and work plans. These include but are not limited to: the University of the West Indies; University of Belize; University of Trinidad and Tobago; Anton de Kom University, Suriname; United Nations University; University of Wollongong, Australia; University of Florida; International Ocean Institute and Dalhousie University; Virginia Institute of Marine Science (VIMS), USA; Caribbean Fisheries Training and Development Institute (CFTDI), Trinidad and Tobago; and the Southeast Fisheries Science Center, NOAA, USA; French Research Institute for Exploitation of the Sea (IFREMER), France; and the Centre for Environment, Fisheries, and Aquaculture Science (Cefas), United Kingdom.

The CRFM will seek to further strengthen existing partnerships with these institutions as well as develop new partnerships with other institutions to provide research, training, capacity building opportunities for public and private sector fisheries personnel from the region as well as mobilize resources to address the strategic and functional goals, objectives and priorities identified in the strategic plan and work plans.

Way Forward

A key component of this Resource Mobilization Strategy is strengthening and improving the relationship between the CRFM and donors and international development partners to secure the resources needed to support and implement the priority programmes and projects agreed upon and approved by the Ministerial Council. In order to improve relations with donors and IDP and secure needed resources, the CRFM should:

- Implement the actions mentioned above to improve internal capacity to develop and manage projects

- Strengthen the recognition of the benefits and added value of the CRFM as the competent regional fisheries and marine resource management institution in the CARICOM region.
- Actively exchange information and maintain dialogue with existing and former donors and IDP
- Actively participate in all relevant regional and international meetings and Fora involving donors and IDP addressing development cooperation and provision of support to CARICOM countries. If the CRFM cannot be present at such meetings, then the CRFM should partner with representatives of CARICOM Secretariat or Member States attending the meetings to advocate and or submit reports on behalf of the CRFM.
- Donors and IDP are often interested in integrated, multi-disciplinary and multi-organization projects. The CRFM should therefore develop and maintain good working partnerships with other regional and sub-regional organizations as well with national agencies of Member states to design and implement joint projects in areas of common interest.
- Invest in building capacity of CRFM staff and Member States in project cycle management to enhance capacity to prepare and implement donor funded projects.

8. FRAMEWORK OF DIALOGUE WITH INTERNATIONAL PARTNERS/DONORS

- Structure of dialogue
- Coordination with CARICOM Secretariat
- Business Plans
- Project Concept development

8.1. Structure of Dialogue and Coordination with CARICOM

The Secretariat will ensure efficient and effective coordination of the dialogue with donors and IDPs in collaboration with the Resource Mobilization Unit of the CARICOM Secretariat.

Human and institutional capacity will be developed within the Secretariat to strengthen resource mobilization efforts as noted above and more effectively service these structures for dialogue and regular sharing of information.

In order to facilitate dialogue with donors and IDPs the Secretariat will conduct donor mapping research to identify the areas of interest of each donor and IDP and match these interests with the Strategic Priorities of the CRFM, and prepare step-by-step strategies to engage and build long-term partnerships.

A more strategic approach for dialogue will be adopted guided by the principles of efficiency, effectiveness, transparency and accountability laid down by the Strategy. The CRFM will utilize the opportunities available through the existing relationships and meetings of the CARICOM Secretariat and Institutions with bilateral and multi-lateral donors and IDP to obtain funds and resources.

The CRFM will also engage in other international meetings and fora to promote the CRFM as a competent agency in sustainable use and management of fisheries and related areas, profile its work, and build relations and enhancing networking with traditional and non-traditional donors with a view towards establishing and strengthening partnerships and ultimately securing funds and resources to support the Member States.

The CRFM has already established formal partnership agreements with several organizations to enhance and facilitate structure cooperation and collaboration in areas of common interests. Formal Partnerships (Memorandum of Understanding or Memorandum of Agreement) have been developed with the Dominican Republic and several organizations to facilitate cooperation in supporting sustainable fisheries and aquaculture development and management in the region. A list of the organizations with which the CRFM maintains formal cooperation agreements is provided at Appendix 4.

The CRFM should continue to maintain and deepen dialogue and expand cooperation with these partners. The CRFM should also seek to engage and develop new partnership and secure these through formal cooperative agreements.

8.2. Business Plans

The CRFM Secretariat should prepare business plans, where appropriate, setting out in detail the objectives, strategic priorities and how the organization intends to go about achieving its goals and expected results and outcomes. The business plan should provide a written roadmap of the technical activities and inputs, including estimated budgets, financial and technical support, communication, outreach and marketing, partnerships and operational arrangements.

The business plans are important documents for use in attracting funding, technical assistance and partnerships to support delivery and achieve expected outcomes, particularly in relation to priority species and resource identified by the Marine Fish and Aquaculture Priority Commodities Working Group for further development. They are also a good way for the CRFM to monitor progress and stay on target going forward. The plan should be done within the framework of the Strategic Plan, kept concise and formatted for maximum impact in convincing donors and IDP to support the CRFM. The business plan(s) should be reviewed and updated periodically to see if goals have been met or have changed and evolved.

8.3. Development of Project Concepts

In addition to the Business Plans, the CRFM Secretariat working with the Resource Mobilization Subcommittee should prepare and maintain a set of Project Concepts addressing the main strategic objectives, outputs and outcomes agreed upon in the Strategic Plan and informed by relevant approved policy documents such as the Caribbean Community Common Fisheries Policy

and its Protocols, and the CRFM's Fisheries and Aquaculture (See sections 2,2 & 2,2). These Project Concepts can be used to initiate discussion with donors and IDP and customized as required to satisfied donor specification and requirements. These would therefore be the starting point for elaboration of project proposals for submission to specific donors and IDPs in accordance to the guidelines or specification provided.

Maintaining these project concepts will enable the CRFM to respond quickly to new funding opportunities that may become available while ensuring that the priorities of the CRFM are not compromised since these would already be prepared based on the Strategic Priorities.

9. IMPLEMENTATION OF THE RESOURCE MOBILIZATION STRATEGY

- Framework for implementation / Action Plan
- Follow-up, monitoring and evaluation

9.1. Framework for implementation / Action Plan

The Resource Mobilization Strategy represents the CRFM's approach to improve access funding and technical assistance from donor agencies and other international development partners and to optimally utilize these resources through improvements in resource management. The Secretariat will be guided by a number of considerations as it proceeds with the implementation of this Strategy.

The Secretariat will address the implementation of this Strategy through the biennial work plans. The work plans shall take into account the capacity requirements and need to allocate human and financial resources for achieving the objectives of the strategy.

The Secretariat will be guided by the following considerations to facilitate implementation of the Resource Mobilization Strategy:

- Strengthen the planning, monitoring and evaluation function of both the Secretariat and the Governance Bodies in a manner that maximizes the capacity of the organization and ensures optimal utilization and resources.
- Fully utilize the recently approved CRFM Results Based Management Policy to enhance project development and appraisal, monitoring and evaluation.
- Strengthen coordination and collaboration with CARICOM Secretariat and Institutions as well as with other regional fisheries bodies such as FAO/WECAFC and OSPESCA to mobilize financial and technical resources.
- Broaden the resource channels by exploring and developing relationship with non-traditional and alternative sources of funding.

- Support the Resource Mobilization Committee to ensure it is active and empowered to realize its mandate and functions.
- Enhance commitment to dialogue, coordination and information sharing with the International Development Partners to attract increased support while maintaining Member States leadership and ownership of the process.
- Strengthen the Secretariat's staff capacity in resource mobilization and promote an organizational culture that accords greater priority to resource mobilization.

9.2. Follow-up, Monitoring and Evaluation

The Secretariat shall utilize the recently approved CRFM Results-based Management Policy as the framework to ensure best use and management of financial and technical resources, as well as to follow-up, monitor and evaluate implementation of this Strategy.

The Secretariat shall strengthen its technical leadership for resource mobilization and management, focusing on the enhancement of its governance and institutional structures to enable it to effectively and efficiently execute the multitude of planning and operational demands. The Secretariat shall facilitate and strengthen policy dialogue; establishing closer internal collaboration and partnership including with the Resource Mobilization Subcommittee; and promote active involvement of the Forum and Ministerial Council in assuming greater responsibility and ownership in guiding the implementation, monitoring and evaluation of the Strategy.

10. CONCLUSION

With the present dynamic and increasingly challenging environment for mobilizing financial and technical resources for its programmes and plans, the CRFM Member States and Secretariat need to be proactive, aggressive, flexible and innovative in moving forward and achieving greater success in securing resources from donors and international development partners.

The way forward requires coordinated and structured actions to meet the new demands of consolidating and deepening relations with traditional donors and identifying and building partnerships with new donors thereby expanding the donor base. The CRFM as an organization needs to reorient itself and elevate the priority given to resource mobilization in its activities, practices and organizational culture. The Programmes, plans, activities, communication, publications, outreach initiatives and actions of the staff of the CRFM Secretariat and Member States representatives on the governance bodies should be guided by the objective of promoting the organization and helping, directly or indirectly, with resource mobilization to support agreed programmes.

The governance bodies - Ministerial Council, Forum and Executive Committee - and Secretariat staff all have a role to play and need to sharpen their emphasis on resource mobilization. The organization must focus on delivering high quality results and outcomes and carefully reposition, promote and distinguish itself as a competent, experienced and reliable partner addressing sustainable fisheries, blue growth, and marine living resource governance and management in the Caribbean.

The CRFM must continue to nurture relationship with traditional donors and international development partners as well as invest in building new partnerships and alliances with emerging public and private organizations including NGOs and CSOs, to further invest in sustainable fisheries and aquaculture and blue economic growth in the region.

The CRFM must therefore seek to enhance efforts to improve awareness and understanding of its role in supporting Member States in resource mobilization beyond the fisheries fraternity, and find new ways to make the organization an attractive body with which donors and international development partners will want to establish partnerships and will be confident to channeled resources for social and economic growth and development from the marine and other aquatic resources of Member States.

This resource mobilization strategy provides a clear pathway for the Member States and the Secretariat, working under the guidance and support of the governance bodies of the CRFM, to

ensure that the programmes and activities aimed at achieving the shared vision and commitments for sustainable use and management of the living marine resources of the countries can be adequately resourced and achieved.

APPENDIX 1
DAC List of ODA Recipients
Effective for reporting on 2020 flows

Least Developed Countries	Other Low Income Countries (per capita GNI <= \$1 005 in 2016)	Lower Middle Income Countries and Territories (per capita GNI \$1 006-\$3 955 in 2016)	Upper Middle Income Countries and Territories (per capita GNI \$3 956-\$12 235 in 2016)
Afghanistan Angola ¹ Bangladesh Benin Bhutan ¹ Burkina Faso Burundi Cambodia Central African Republic Chad Comoros Democratic Republic of the Congo Djibouti Eritrea Ethiopia Gambia Guinea Guinea-Bissau Haiti Kiribati Lao People's Democratic Republic Lesotho Liberia Madagascar Malawi Mali Mauritania Mozambique Myanmar Nepal Niger Rwanda Sao Tome and Principe ¹ Senegal Sierra Leone Solomon Islands ¹ Somalia South Sudan Sudan Tanzania Timor-Leste Togo Tuvalu Uganda Vanuatu ¹ Yemen Zambia	Democratic People's Republic of Korea Zimbabwe	Armenia Bolivia Cabo Verde Cameroon Congo Cote d'Ivoire Egypt El Salvador Eswatini Georgia Ghana Guatemala Honduras India Indonesia Jordan Kenya Kosovo Kyrgyzstan Micronesia Moldova Mongolia Morocco Nicaragua Nigeria Pakistan Papua New Guinea Philippines Sri Lanka Syrian Arab Republic Tajikistan Tokelau Tunisia Ukraine Uzbekistan Viet Nam West Bank and Gaza Strip	Albania Algeria Antigua and Barbuda ² Argentina Azerbaijan Belarus Belize Bosnia and Herzegovina Botswana Brazil China (People's Republic of) Colombia Costa Rica Cuba Dominica Dominican Republic Ecuador Equatorial Guinea Fiji Gabon Grenada Guyana Iran Iraq Jamaica Kazakhstan Lebanon Libya Malaysia Maldives Marshall Islands Mauritius Mexico Montenegro Montserrat Namibia Nauru Nine North Macedonia Palau ² Panama ² Paraguay Peru Saint Helena Saint Lucia Saint Vincent and the Grenadines Samoa Serbia South Africa Suriname Thailand Tonga Turkey Turkmenistan Venezuela Wallis and Futuna

(1) General Assembly resolution A/RES/70/253, adopted on 12 February 2016, decided that Angola will graduate on 12 February 2021. General Assembly resolution A/73/L.40/Rev.1, adopted on 13 December 2018, decided that Bhutan will graduate on 13 December 2023 and that Sao Tome and Principe and Solomon Islands will graduate on 13 December 2024. General Assembly resolution A/RES/68/18, adopted on 4 December 2013, decided that Vanuatu will graduate on 4 December 2017. General Assembly resolution A/RES/70/78, adopted on 9 December 2015, decided to extend the preparatory period before graduation for Vanuatu by three years, until 4 December 2020, due to the unique disruption caused to the economic and social progress of Vanuatu by Cyclone Pam.

(2) According to World Bank data from 10 July 2019, Antigua and Barbuda, Palau and Panama exceeded the high-income threshold in 2017 and 2018. In accordance with the DAC rules for revision of this List, if they remain high income countries until 2019, they will be proposed for graduation from the List in the 2020 review.

APPENDIX 2
TERMS OF REFERENCE
RESOURCE MOBILIZATION SUB-COMMITTEE
(As modified by the 1st Meeting of the Sub-committee on 20 September 2016)

Introduction

The Resource Mobilization Sub-committee is tasked with the responsibility of developing a resource mobilization strategy that will include traditional and new donors, innovative financing methods, securing contributions of Member States, and developing project proposals to support the funding needs for the implementation of the CRFM Strategic Plans and other policy commitments of the CRFM.

The Sub-committee will review the resource needs and funding gaps of the CRFM, analyze possible financing scenarios and provide advice and guidance to the Forum and Ministerial Council on the most effective ways of mobilizing adequate financial, human and organizational resources for sustainable fisheries and aquaculture development based on the agreed policies and priorities established by the CRFM Ministerial Council and other regional policy makers.

The Sub-committee shall seek resources to support agreed regional programmes and projects as well as national initiatives, and shall avoid competing with Member States or Associate Member States for donor resources.

The Sub-committee will operate under the direction of the Forum and the Executive Committee to carry out its work.

Functions

The Resource Mobilization Sub-committee's responsibilities are to:

1. Develop a comprehensive resource mobilization strategy for the CRFM, including targeting international donor agencies and international development partners, as well as identifying innovative financing mechanisms to support the work of the CRFM.
2. Develop proposals and make recommendations to mobilize financial, physical and human resources for the development and implementation of projects and programmes within the priority areas of the CRFM Strategic Plan (2013-2021), Common Fisheries Policy and other policy commitments including future strategic plans.
3. Develop draft project proposals to meet priority needs of the CRFM through bilateral and multilateral donor agencies and international development partners.
4. Develop a database of donors and international development partners and identify their funding mechanisms that may be available to CRFM States and the procedure for accessing such resources.

5. Recommend ways of promoting a positive local and international profile and credibility of the CRFM in order to boost its chances of securing donor funding.
6. Review the status of Member States contribution to the CRFM and make recommendations to the Forum and Ministerial Council to secure timely payment of such contributions.
7. Submit annual reports and draft project proposals to the Forum or Executive Committee on the resource mobilization efforts.
8. The first meeting of the Sub-committee may review and develop the TORs of the Sub-committee.

Membership of the Committee & Participation

1. The membership of the Sub-committee shall be comprised of no less than 4 representatives from Member States or Associate Member States, if any. The individual members will be selected on the basis of their knowledge of resource mobilization and will, as far as possible, include persons with practical experience and expertise in resource mobilization and fund raising, and shall not be limited to staff of the Fisheries Departments/Divisions.
2. The Members of the Sub-committee shall be elected annually by the Forum and will serve for two (2) years. After the first 2 years of operation, half of the members will be replaced and the remaining half will continue to serve for 1 additional year to ensure continuity in the work of the Sub-committee. Thereafter, one-half of the Sub-committee shall be elected annually by the Forum.
3. Persons with recognized expertise and regional agencies which are interested in collaborating and cooperating in the mobilization of resources for development and sustainable use and management of fisheries and aquaculture development in the region may be invited to participated in the deliberations of the Sub-committee.
4. The Sub-committee may be assisted by representatives of international development partners, donor agencies and persons with expertise and experience in fundraising and resource mobilization.

Mode of Operation and Meetings

1. The Sub-committee shall elect a Chairman from among the Members and Associate Members of the Mechanism.
2. The CRFM Secretariat will be responsible for coordinating the activities of the Sub-committee.

3. Decision / recommendation of the Sub-committee shall be made by consensus.
4. The Sub-committee will meet by way of regular electronic meetings and face to face meetings as necessary to carry out its functions.
5. The CRFM Rules of Procedure (2002) shall, as far as practicable, apply to the proceedings of the Resource Mobilization Sub-committees.
6. Funds allocated in the CRFM Work Plan and Budget to support the activities of the Sub-committee may be used to engage experts or consultants to assist with the work of the Sub-committee and/or support face-to-face meetings of the Sub-committee.

Reporting

1. The Sub-committee shall report annually to the Forum or Executive Committee, and through these bodies, to the Ministerial Council, on its activities.
2. The Sub-committee shall submit written recommendations and draft project proposals to the Forum or Executive Committee for consideration and approval before these are submitted to potential donors.

APPENDIX 3
Sample of Recent Donor Funded Projects

1. JICA funded project for Strengthening Sustainable Use and Management of Coastal Fisheries Resources in the CARICOM Countries (COASTFISH Project).
2. New Zealand funded project entitled, “Developing Sargassum Products for Climate Resilience in the Caribbean”
3. 11th EDF Sanitary and Phytosanitary Measures Project (fisheries sector component).
4. GEF/UNDP Caribbean Large Marine Ecosystem and North Brazil Shelf Large Marine Ecosystem (CLME+) Project.
5. The Pilot Program for Climate Resilience (PPCR) which is funded by the Strategic Climate Fund (SCF), one of the two Climate Investment Funds (CIF) (Marine component).
6. JICA funded Caribbean Fisheries Co-management (CARIFICO) Project.
7. The 10th EDF funded Sanitary and Phytosanitary Standards Project in the CARIFORUM countries (fisheries sector component)
8. GIZ funded project to improve energy and energy efficiency in the fishing sector
9. FAO funded project to develop action plan and strategy for climate change adaptation and disaster risk management in the fisheries and aquaculture sectors in the Caribbean
10. FAO funded project to review lobster fisheries management in the Caribbean
11. FAO funded project to review fisheries management and conservation in the Caribbean
12. CTA funded knowledge management project, blue growth project, and regional aquaculture development study
13. GEF funded CLME Flyingfish and Large Pelagic Case Studies
14. JICA funded project on the formulation of master plan on sustainable use of fisheries resources for coastal community development in the Caribbean
15. EU funded ACP Fish II Project on the strengthening of fisheries and marine biodiversity management in the Caribbean ACP States
16. Government of Spain funded project to determine poverty levels in fishing communities in the CARICOM region

17. CTA funded project on the development of a Caribbean network of fisher folk organizations
18. Government of Iceland funded projects on Leadership development in CARICOM fisheries organizations; training in fisheries statistics and fish stock assessment; and training in value-chain approaches in fisheries for CARICOM States.

APPENDIX 4

List of Organizations with which the CRFM has formal Cooperative Agreements

1. University of the West Indies (UWI);
2. UNESCO GRO-FTP (formerly United Nations University, Fisheries Training Programme), Iceland;
3. International Oceans Institute (IOI), Dalhousie University, Canada;
4. Virginia Institute of Marine Sciences, USA;
5. Sea Grant University of Florida, Gainesville, Florida, USA;
6. University of Belize, Belmopan, Belize;
7. University of Wollongong, New South Wales, Australia;
8. Central American Fisheries and Aquaculture Organization (OSPESCA);
9. UN Food and Agriculture Organization / Western Central Atlantic Fisheries Commission (FAO/WECAFC);
10. UN Environment, Nairobi, Kenya
11. UNESCO Intergovernmental Oceanographic Commission (IOC Sub-Commission for the Caribbean and Adjacent Regions (IOCARIBE);
12. Network of Aquaculture Centres in the Asia-Pacific Region (NACA);
13. The French Research Institute for Exploration of the Sea (IFREMER), France;
14. Caribbean Disaster Management Agency (CDEMA), Barbados;
15. Caribbean Catastrophe Risk Insurance Facility Segregated Portfolio Company (CCRIF SPC);
16. Caribbean Agricultural Health and Food Safety Agency (CAHFSA) and CARICOM Regional Organization for Standards and Quality (CROSQ).

CRFM

The CRFM is an inter-governmental organisation whose mission is to “Promote and facilitate the responsible utilisation of the region’s fisheries and other aquatic resources for the economic and social benefits of the current and future population of the region”. The CRFM consists of three bodies – the Ministerial Council, the Caribbean Fisheries Forum and the CRFM Secretariat.

CRFM members are Anguilla, Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, and The Turks and Caicos Islands.

