BIENNIAL WORK PROGRAMME AND BUDGET – APRIL 2020- MARCH 2022

NAME OF INSTITUTION:	CRFM
IMPLEMENTATION PERIOD:	2020-2022
HIGH LEVEL ALIGNMENT: **Community Strategic Plan** **STRATEGIC PRIORITY(IES)**	**CARICOM:** Economic Resilience
ULTIMATE OUTCOME(S):	**CARICOM-** Sustainable growth for all CARICOM Member States **CRFM** - Quantitatively informed fisheries management policies, plans and actions
CRFM STRATEGIC OBJECTIVE:	Information on status and trends in the fisheries and aquaculture sector
SUSTAINABLE DEVELOPMENT GOAL(S):	1 - No poverty; 2- Zero hunger, 8 - Decent work and economic growth, 10 – Reduced inequalities, 13- Climate action, 14 – Life below water

BUDGET FOR 2020-22

BUDGET SOURCE	**BUDGET AMOUNT:**
CORE	**170,756**
INTERNATIONAL DEVELOPMENT PARTNERS	**265,097**
TOTAL BUDGET FOR 2020-2022	**435,853**

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
CARICOM Strategic Priority: Economic Resilience								
Ultimate Outcomes: **CARICOM-** Sustainable growth for all CARICOM Member States **CRFM-** Quantitatively informed fisheries management policies, plans and actions								
SDGs: 1 - No poverty; 2- Zero hunger, 8 - Decent work and economic growth, 10 – Reduced inequalities, 13- Climate action, 14 – Life below water								
CRFM Strategic Objective: Information on status and trends in the fisheries and aquaculture sector								
Intermediate Outcomes: **CARICOM –** 1.4 Increased competitiveness of key economic sectors to drive the transition to growth **CRFM -** 1. Agreed climate-smart fisheries monitoring standards adopted and implemented for major fishery ecosystems. 2. Improved application of ICT, from medium to strong, for information and knowledge exchange.								
Immediate Outcomes: **CARICOM –** 1.4.1 Improved enabling environment for the achievement of micro-economic efficiencies **CRFM -** **A1 –** Countries and the CRFM Secretariat have strengthened capacities to collect, manage, analyse and use data and information for decision making, planning, policy formulation and implementation. [CCCFP-PoA: 11.1/4/5/7]								
Outputs: **CARICOM –** (i) 1.4.1.4 Initiatives to develop or expand data, information and knowledge systems implemented **CRFM –**								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
(i) Initiatives to improve the evidence base for fisheries management planning and decision-making								
Activity A1-1 - WECAFC Fisheries and Resources Monitoring System (FIRMS) contributions [CCCFP-PoA: 11.1/4/5/7] 1. Participate in electronic meetings (one per month) of the WECAFC-FIRMS Task Force. 2. Review and provide input for finalization of project documents. 3. Coordinate with CRFM Member States for completion of WECAFC-FIRMS Fact Sheet for publication. **Member States Action:** 1. Respond to request(s) for information on the fisheries including status of the stocks in a timely manner 2. Submit periodic updates on the fisheries including status of the stocks to CRFM and WECAFC-FIRMS	Monthly participation in Task force meetings. Project documents reviewed and finalized WECAFC-FIRMS Fact sheets completed and published in coordination with CRFM Member States (No. countries contributing; no. fisheries covered)	April 2020	March 2022	14,229	5,632 - WECAFC – FIRMS	**Risks:** Insufficient information/data available at the Member State level to facilitate activities listed at 1 to 3 at appropriate level and frequency **Assumptions:** Member States have systems in place for routine fisheries data collection and analysis and would be able to facilitate request for information. **Risk Mitigation:** CRFM to encourage and promote development of the national fisheries data collection systems of the Member States during the course of the routine work of the CRFM Secretariat as well as through initiatives and projects requiring data and information contributions.	**Lead:** WECAFC - FIRMS (Budget shown cover CRFM contribution only for staff time) **Supporting:** CRFM	
A1-2 Norwegian sponsored project Strengthening evidence based decision-making in CARICOM [CCCFP – PoA: 11.5/7] (SIA & PMRRA) 1. Create/develop a CRFM adapted template for new methodology for collecting fisheries data. 2. Undertake a detailed oversight on existing capacities and competences and a training needs	Template for new methodology for collecting fisheries data Training Needs Assessment Report and	April 2020	March 2022	14,230	259,465 Norwegian Government	**Risks:** Member States do not have formal procedures in place to support the activities listed. Member States are unable to reallocate staff time to training activities. **Assumptions:**	**Lead:** Norwegian Government (Budget from project document)	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
plan with regards to research and management capacity of the region. 3. Train Fisheries Officers from two or three of the CRFM-Member States in fisheries data collection. 4. Train Fisheries Officers/ Scientific staff from two or three of the CRFM-Member States in requirements for and methods of stock assessment and its application in management **Member States Action:** 1. Support the design and development of new methodology for collecting fisheries data. 2. Review draft Training Needs Assessment Report and Plan and provide feedback/comments in a timely manner 3. Assist in identifying and facilitating the participation of Fisheries Staff in training exercises 4. Make the relevant investments to utilize candidates' skills following training	Plan 3 Fisheries Officers trained in fisheries data collection 3 Fisheries Officers trained in requirements for and methods of stock assessment and its application in management (agreed data collection template; no. fisheries officers trained; no. countries participating)					Member States will put in place mechanisms to support the activities listed. Member States are able to reallocate staff time to training activities. **Risk mitigation** Set up formal channels of communication for information transfer, and document uses of the information products generated CRFM will also promote the importance of prioritization of fisheries data collection management and analysis to provide information for fisheries management decision making.	**Supporting:** CRFM	
A1-3 Fisheries Information Technology Innovations for Resource management and Climate Change Adaptation (FIT4CC) project [CCCFP-PoA: 11.1/2/3/4/5/6/7 & 11.14] (All Staff) 1. Coordinate with project partners to obtain endorsement of project proposal submitted to donor agency (EU is targeted as potential donor). **Member States Action:**	1. Activities undertaken to advance project proposal approval by donor (No. parties involved) 2. Endorsements received by countries for submission to donor (No.	2020	2022	14,230		**Risks:** Countries do not make the investments for ensuring endorsement, and hence uptake and mainstreaming of the proposed project interventions **Assumptions:** Countries consider the project aims to be a priority for national investment	**Lead:** FAO – FAO will manage the funds and is expected to sign agreements with different agencies to provide support for the Action.	WECAFC

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
1. Disseminate the relevant documentation nationally	country endorsements)					**Risk Mitigation:** Engagement activities with countries should include material to justify the prioritization needs for the required investments	**Supporting:** CRFM	
CARICOM Strategic Priority: Economic Resilience								
Ultimate Outcomes: **CARICOM-** Sustainable growth for all CARICOM Member States **CRFM-** Quantitatively informed fisheries management policies, plans and actions								
SDGs: 1 - No poverty; 2- Zero hunger, 8 - Decent work and economic growth, 10 – Reduced inequalities, 13- Climate action, 14 – Life below water								
CRFM Strategic Objective: Information on status and trends in the fisheries and aquaculture sector								
Intermediate Outcomes: **CARICOM –** 1.4 Increased competitiveness of key economic sectors to drive the transition to growth **CRFM -** 1. Agreed climate-smart fisheries monitoring standards adopted and implemented for major fishery ecosystems. 2. Improved application of ICT, from medium to strong, for information and knowledge exchange.								
Immediate Outcomes: **CARICOM –** 1.4.1 Improved enabling environment for the achievement of micro-economic efficiencies **CRFM -** **A2**-Appropriate (regional) standards for data and information sharing are adopted by the Countries, supported by a protocol for data and information sharing. & **A3**- A regional database on fisheries and aquaculture statistics and information from the CRFM members is established and maintained at the Secretariat offices.								
Outputs:								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
CARICOM – 1.4.1.4 Initiatives to develop or expand data, information and knowledge systems implemented **CRFM -** • CRFM Data Portal maintained and used as a platform to share data and information products • Regional arrangements for sharing flyingfish data and information promoted and tested to serve as example for other fisheries								
Activity A2 -1 CRFM Data Portal Management [CCFP-PoA: 7.7; 8.4; 13.6; 15.4; 16.2] (All Staff) 1. Support implementation of agreed sub-regional data policy for EAF management (decision-support), incorporating data, information and indicators for monitoring performance of the 2020-2025 FMP for flyingfish in the Eastern Caribbean. 2. Support 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. Support management of CRFM Portal serving as a repository of datasets and information outputs. **Member States Action:** Facilitate utility of instruments and tools listed at 1 to 3 at appropriate level and frequency by fisheries officers	1. Flyingfish data policy implemented in all CRFM harvesting states 2. Flyingfish decision support system receiving active contributions by all CRFM harvesting states 3. CRFM Data Portal populated with new data and information products in 2020 from at least 2 key commercial fisheries	2020	2022	85,378		**Risks:** Insufficient allocation by Member States to facilitate utility of instruments and tools listed at 1 to 3 at appropriate level and frequency **Assumptions:** Member States contributed to development of the instruments and tools, and so have prioritized the activity in work planning. **Risk Mitigation: ·** CRFM to promote use of these instruments and tools during the course of the work of its various technical working groups, joint working groups with other regional fisheries bodies, and wider Caribbean and international initiatives requiring data and information contributions.	**Lead:** CRFM (Core funds to be used for routine management activities that include website maintenance by technical staff) **Supporting:** WECAFC, OSPESCA (via joint working groups and initiatives	UWI (training, data analysis)

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
and other ministries providing support on fisheries-related matters								
CARICOM Strategic Priority: Economic Resilience								
Ultimate Outcomes: **CARICOM-** Sustainable growth for all CARICOM Member States **CRFM-** Quantitatively informed fisheries management policies, plans and actions								
SDGs: 1 - No poverty; 2- Zero hunger, 8 - Decent work and economic growth, 10 – Reduced inequalities, 13- Climate action, 14 – Life below water								
CRFM Strategic Objective: Information on status and trends in the fisheries and aquaculture sector								
Intermediate Outcomes: **CARICOM –** 1.4 Increased competitiveness of key economic sectors to drive the transition to growth **CRFM -** 3. Agreed climate-smart fisheries monitoring standards adopted and implemented for major fishery ecosystems. 4. Improved application of ICT, from medium to strong, for information and knowledge exchange.								
Immediate Outcomes: **CARICOM –** 1.4.1 Improved enabling environment for the achievement of micro-economic efficiencies **CRFM -** **A4** - A CRFM Statistics and Information report is published annually.								
Outputs: **CARICOM –**								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
(i) 1.4.1.4 Initiatives to develop or expand data, information and knowledge systems implemented **CRFM –** (i) CRFM Statistics and Information Report updated and published.								
Activity A4-1 CRFM Statistics and Information Report [CCCFP-PoA: 11.6/7] (SIA, PMRRA, DED and ED) 1. Collect fisheries data from CRFM Member States. 2. Analysis of data collected from CRFM Member States. 3. Preparation of 2019 – 2020 and 2021-2022 CRFM Statistics and Information Reports. **Member States Action:** Member States provide and validate the data and information for the publication.	CRFM Statistic Reports 2020 and 2022. (No. of statistics and information products available)	2020	2022	42,689		**Risks:** Member States do not have formal procedures in place to support the activity. Members are unwilling to supply the data and information for publication **Assumptions:** Member States appreciate the need for fisheries statistics and information to be readily accessible to fisheries stakeholders and the general public **Risk mitigation** Set up formal channels of communication for information transfer, and document uses of the information products generated CRFM will also promote the importance of prioritization of investments and facilitate partnerships with regional and international organizations as well as donor agencies.	**Lead** CRFM (Budget covers Staff time)	

BIENNIAL WORK PROGRAMME AND BUDGET – APRIL 2020- MARCH 2022

NAME OF INSTITUTION:	CRFM
IMPLEMENTATION PERIOD:	2020-2022
HIGH LEVEL ALIGNMENT: **Community Strategic Plan** **CARICOM STRATEGIC AND ENABLING PRIORITY (IES):**	Strategic Priority (i) Economic Resilience & (ii) Environmental Resilience Enabling priority – Coordinated Foreign and External Relations
ULTIMATE OUTCOME(S):	**CARICOM:** (i) Sustainable growth for all CARICOM Member States & (ii) Reduced environmental vulnerability (iii) CARICOM is favourably positioned in the global arena

	CRFM: Scientifically supported fisheries management policies, plans and actions
CRFM STRATEGIC OBJECTIVE:	Research and Development
SUSTAINABLE DEVELOPMENT GOAL(S):	1 - No poverty; 2- Zero hunger, 7 - Affordable and clean energy, 8 - Decent work and economic growth, 10 – Reduced inequalities, 12 – Responsible consumption and production, 13- Climate action, 14 – Life below water, 17 - Partnerships

BUDGET FOR 2020-2022

BUDGET SOURCE	**BUDGET AMOUNT**
CORE	**213,445**
INTERNATIONAL DEVELOPMENT PARTNERS	**1,316,892**
TOTAL BUDGET FOR 2020-2022	**1,530,336**

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
CARICOM Strategic and enabling Priority (ies): (i) Economic Resilience								
Ultimate Outcomes: **CARICOM-** (i) Sustainable growth for all CARICOM Member States & **CRFM-** (i) Scientifically supported fisheries management policies, plans and actions								
SDGs: 1 - No poverty; 2- Zero hunger, 8 - Decent work and economic growth, 10 – Reduced inequalities, 12 – Responsible consumption and production, 14 – Life below water, 17 - Partnerships								
CRFM Strategic Objective: Research and Development								
Intermediate Outcomes: **CARICOM –** (i) Increased competitiveness of key economic sectors to drive the transition to growth **CRFM –** 1. Sustained improved information and knowledge on the status of key fishery resources that also now takes climate change into account. 2. Sustained strengthened regional network of research and assessment.								
Immediate Outcomes: **CARICOM –** (i) 1.4.4 - Improved capacity for agricultural sector development **CRFM –** **B1** - The social and economic performance of fisheries and aquaculture is evaluated and enhanced through appropriate measures (such as fuel saving technologies).								
Outputs:								

CARICOM – (i) 1.4.4.3 – Common Fisheries Policy implemented **CRFM –** (i) Common Fisheries Policy implemented, supported by scientifically informed plans and decisions								
Activity B1-1 Valuation of fisheries [CCCFP-PoA: 11.1/7/11/16] (PMs, DED) 1. Continue to negotiate with FAO for support for proposal submitted to FAO. 2. Continue to cooperate with CARICOM to seek donor approval of project proposal titled 'Improved Strategy/Strategies, Activity Implementation Plan(s) and Capacity for Optimized Development of the Value Chain Network for the Marine Capture Fish and Aquaculture Industries. 3. Develop and implement full project proposals. **Member States Action:** Facilitate engagement of key personnel at national level in project activity development and implementation	1. Obtain support from FAO for fisheries valuation project proposal 2. Obtain donor support for value chain development proposal 3. Project planning and implementation (No. countries participating/ benefitting; no. activities undertaken)	2020	2022	21,345	1,200,000	**Risks:** Dependence on FAO and CARISEC for project proposal approvals **Assumptions** There are no conflicts with other FAO and CARISEC activities **Risk mitigation** Keep regular dialogue with FAO and CARISEC about relevance and importance of these projects being implemented by the CRFM	**Lead:** CRFM **Supporting:** FAO	
CARICOM Strategic and enabling Priority (ies): (i) Economic Resilience (ii) Environmental Resilience (iii) Coordinated Foreign and External Relations								
Ultimate Outcomes: **CARICOM-** (ii) Sustainable growth for all CARICOM Member States & (iii) Reduced environmental vulnerability								

(iv) CARICOM is favourably positioned in the global arena

CRFM-

(ii) Scientifically supported fisheries management policies, plans and actions

SDGs: 1 - No poverty; 2- Zero hunger, 7 - Affordable and clean energy, 8 - Decent work and economic growth, 10 – Reduced inequalities, 12 – Responsible consumption and production, 13- Climate action, 14 – Life below water, 17 - Partnerships

CRFM Strategic Objective: Research and Development

Intermediate Outcomes:

CARICOM -

(i) 1.4 - Increased competitiveness of key economic sectors to drive the transition to growth
(ii) 3.1 – Strengthened resilience of all to the effects of climate change and variability
(iii) 3.3 – Sustainable use of environmental and natural resources across the region
(iv) 7.1 – Increased adoption of Community positions on major hemispheric and international issues

CRFM -

1. Sustained improved information and knowledge on the status of key fishery resources that also now takes climate change into account.
2. Sustained strengthened regional network of research and assessment.

Immediate Outcomes:

CARICOM -

(i) 1.4.3 – Strengthened capacity for sustainable energy sector development
(ii) 1.4.4 – Improved capacity for agricultural sector development
(iii) 3.1.1 – Strengthened capacity to ensure the effective integration of climate change adaptation and risk management into planning, implementation and decision-making processes at all levels
(iv) 3.3.2 – Increased capacity to manage and conserve the marine and terrestrial resources and related ecosystems in the Caribbean region
(v) 7.1.2 – Increased capacity to represent the positions/ interests of the CARICOM in inter-governmental organizations

CRFM -

B1 - The social and economic performance of fisheries and aquaculture is evaluated and enhanced through appropriate measures (such as fuel saving technologies).
&
B3 – The status of the ten most important commercially targeted fisheries stocks in the CRFM region is known, management performance relative to agreed targets is determined', as well as the need for conservation and potential scope for increase in production.
&
B4 - The effectiveness of management and conservation measures is monitored and evaluated in line with internationally accepted indicators, and results are made publicly available.

Outputs:

CARICOM & CRFM -

(i) 1.4.3.1 – Initiatives to support energy efficiency, diversification and cost reduction implemented
(ii) 1.4.4.3 – Common Fisheries Policy implemented

(iii) 3.1.1.4 – Initiatives to support key sectors of the Caribbean Community to adapt and mitigate the effects of climate change implemented
(iv) 3.1.1.5 – Initiative to promote the use of clean and renewable energy implemented
(v) 3.3.2.1 – Initiatives to enhance regional governance arrangements for the protection of the marine environment and marine biodiversity implemented
(vi) 3.3.2.2 – CARICOM Common Fisheries Policy implemented
(vii) 3.3.2.3 – Regional Coral Reef Action Plan implemented
(viii) 3.3.2.5 – Strategy on Invasive lionfish implemented
(ix) 3.3.2.7 – Support provided to Member States to undertake activities to enable the conservation and sustainable use of their maritime areas and associated resources
(x) 7.1.2.1 – Mechanisms for regular engagement by CARICOM and its Member States with inter-governmental organizations enabled

Activity B1/B3/B4-1 CRFM Working Group research and assessment activities (research studies, evaluations, etc.) [CCCFP-PoA: 11 & 12] (PMs, DED) 1. Coordination of Working Group activities, including research, assessment and management performance analyses. 2. Working Groups to keep under review use of the tools and methods introduced by PPCR project to incorporate climate change information into fisheries analyses and management advice. 3. Working groups to keep under review use and update of the PPCR climate change impact assessments and management advice. 4. Preparation of Working Group reports. **Member States Action:** Facilitate utility of tools and methods of fisheries assessment at appropriate level and frequency. Facilitate participation of the relevant fisheries experts in Working Group activities.	This is a core activity of the CRFM, and is therefore a continuous activity 1. Coordinate inter-sessional activities of the working groups 2. Facilitate peer support for uptake of tools and methods 3. Evaluate uptake and usage of tools and methods for incorporating climate change data and information into fisheries analyses and management advice (No. coordination activities; Level of usage of tools and methods by beneficiary states)	2020	2022	21,344		**Risks:** Insufficient investment by Member States to facilitate utility of introduced tools and methods at appropriate level and frequency **Assumptions:** Member States participated in project, and allowed officers to be trained in use of tools and methods, and so there is an assumption that Member States have prioritized the activity in work planning. **Risk Mitigation: ·** CRFM to promote use of these tools and methods during the course of the work of its various technical working groups, joint working groups with other regional fisheries bodies, and other relevant wider Caribbean fisheries initiatives examining climate change impacts in a quantitative manner.	**Lead:** CRFM (Budget allocated to cover staff time and expertise **Supporting:** Other RFBs	

Contribute accurate data and information for monitoring country performance with regard to uptake of tools and methods								
B1/B3/B4-2 Participation in ICCAT SCRS activities [CCCEP-PoA: 8.2; 11 & 12] (PMs, DED) 1. Coordinate technical activities of CRFM's Pelagic Working Group (PWG) on ICCAT aimed at improving contribution to the ICCAT SCRS process, including technical support for fulfillment of statistical reporting obligations, and for preparation of ICCAT SCRS papers. 2. Prepare report(s) of PWG on ICCAT technical activities. 3. Participate in ICCAT SCRS meetings, as required. 4. Prepare report of ICCAT SCRS meeting participation. **Member States Action:** Facilitate the participation of key technical experts in ICCAT SCRS activities and supporting CRFM PWG activities Facilitate a coordinated national approach to ICCAT cooperation	This is a core activity of the CRFM, and is therefore a continuous activity 1. Coordinate review of ICCAT scientific work 2. Convene meetings of CRFM PWG to review and discuss ICCAT scientific developments, including country contributions to this 3. Monitor and participate in ICCAT SCRS activities (No. CRFM PWG meetings; No. Member States participating in meetings/ SCRS activities; No. national reports submitted to ICCAT SCRS; No. statistical data submissions by Member States annually)	2020	2022	21,344		**Risks:** Insufficient allocation of resources by Member States for activity **Assumptions:** Member States with large pelagic fisheries are aware of the consequences on non-cooperation with ICCAT **Risk Mitigation** CRFM uses its meeting space to continue to promote cooperation with ICCAT	**Lead:** CRFM (Budget allocated to cover staff time and expertise and attendance of CRFM representative in ICCAT SCRS meeting) **Supporting:** Other regional fisheries bodies in the wider Caribbean (WECAFC and OSPESCA)	

B1/B3/B4-3 Joint RFB Working Groups [CCCFP-PoA: 11 & 12] (PMs, SIA, DED) 1. Coordination of planning, implementation and reporting of agreed workplan activities, and preparation of management advice and recommendations for doing RFB Working Groups led by the CRFM (CRFM/ WECAFC Working Group on flyingfish in the eastern Caribbean, CFMC/OSPESCA/ WECAFC/CRFM/CITES Working Group on Queen conch). 2. 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. **Member States Action:** Facilitate participation in the Working Group meetings/consultations at appropriate levels. Facilitate the implementation of the Working Group management advice and recommendations. Adopt and implement processes for meeting scientific and research obligations under joint WECAFC Working Groups.	1. Management advice and recommendations from CRFM led Working Groups implemented by Member States (No. member states implementing management recommendations) 2. Member States meeting scientific and research obligations under regional joint WECAFC Working Groups (No. member states implementing scientific and research recommendations)	2020	2022	21,344		**Risks:** Member States have insufficient financial and human resources to implement management advice, and recommendations, and to meet scientific and research obligations. Member States have not prioritized investments for supporting these activities. **Assumptions:** Member States have sufficient financial and human resources to implement management advice, and recommendations, and to meet scientific and research obligations. Member States have prioritized investments for supporting these activities. **Risk Mitigation:** CRFM to provide technical and advisory support to Member States to implement the various recommendations and meet research and scientific obligations. CRFM to promote the importance of prioritizing investments to support these activities and facilitate partnerships with appropriate donor agencies.	**Lead: CRFM** **Supporting: WECAFC/OSPESCA/CITES**	UWI
B1/B3/B4-4 Renewable energy project [CCCFP-PoA: 10.3; 12.6] (PMFMD)				21,345		**Risks:** Acceptance if proposal is not forthcoming	**Lead:** CRFM	

1. To demonstrate the operating cost of the fisheries sector can be reduced through the use of renewable energy for storage and processing. **Member States Action:** Support the development and finalisation of project proposal to be submitted to potential donors Review and endorse project proposal to be submitted to potential donors	1 Project proposal finalized and submitted to potential donors	Jan 2020	Aug 2020			**Assumptions:** Support from CARISEC RMTA for proposal development is timely and ongoing **Risk Mitigation** Ensure that proposal meets donor requirements	Secretariat **Supporting:** CARICOM Secretariat RMTA CARICOM Secretariat Energy Unit	
B1/B3/B4-5 Norwegian sponsored Nansen Survey [CCCFP-PoA: 11.5/7] (SIA & PMRRA) 1. Undertake preparations for a "Nansen" survey to be conducted in 2022; (The services of the RV Dr. Fridtjof Nansen will be made available to conduct a marine resource survey in the waters of CRFM countries. The survey will provide new and updated fish stock related data and in addition give on-board training to local staff). 2. The "Nansen" survey to be conducted in 2022 will execute the following activities: a. Describe the composition, abundance, distribution, biomass and estimate of the state of the pelagic and demersal fish species in the region. b. Improve the understanding of the most important environmental and ecological processes that influence changes in fish stocks in the Caribbean Region (for example, by	Report (s) of the "Nansen" survey conducted in the Caribbean Report (s) and data describing the composition, abundance, distribution, biomass and estimate of the state of the pelagic and demersal fish species in the region, and including method descriptions and recommendations for follow up work (No. of scientific reports/information products on marine stock status; amount of marine areas surveyed; no. of species surveyed) 10-17 Fisheries personnel across the region trained in research methods	2022	2024	21,345	16,892 - FAO	**Risks:** 1. Member States have insufficient human and financial resources to facilitate engagement of key personnel in preparation for and participation in the survey and have not prioritized investments to support the activities of the survey. 2. Member States does not have the human and technological support and resources to utilize the data, tools, and methods produced under the survey. **Assumptions:** 1. Member States have sufficient human and financial resources to facilitate engagement of key personnel in preparation for and participation in the survey and have prioritized investments to support these activities. 2. Member States have the human	**Lead:** CRFM (Budget covers staff time) **Supporting:** FAO	

developing and utilising models of the ocean for "all" relevant trophic levels and interactions). c. Quantify the ecosystem's (lowest trophic level) significance for the recruitment, growth, migration and distribution of the most important commercial species of fish. d. Develop/utilise methods for quantifying natural mortality (all age groups). e. Improve understanding of, and quantify, stock dynamics by developing and applying new multi-stock models that might include other information regarding ecosystem dynamics. f. On the basis of an understanding of ecosystems, propose/develop new methods of predicting stock levels as a basis for the development of improved management strategies and advice. g. Build research and management capacity of staff of fisheries divisions in Caribbean countries. **Member States Action:** 1. Facilitate engagement of key personnel at national level in preparation for the survey as well as to participate in the survey at appropriate level. 2. Assist in identifying and facilitating the participation of Fisheries Division	and fisheries management. (No. persons trained in fisheries survey methods)					and technological support and resources to utilize the data, tools, and methods produced under the survey. **Risk mitigation:** 1. CRFM will provide technical and advisory support to Member States to prepare for and participate in the survey. 2. CRFM will also promote the importance of prioritization of investments for these activities		

staff in training exercises **3.** Facilitate utility of the data, tools, and methods produced, at appropriate level and frequency								

CARICOM Strategic and enabling Priority (ies):
(i) Economic Resilience
(ii) Environmental Resilience

Ultimate Outcomes:

CARICOM-
(i) Sustainable growth for all CARICOM Member States &
(ii) Reduced environmental vulnerability

CRFM-
(i) Scientifically supported fisheries management policies, plans and actions

SDGs: 1 - No poverty; 2- Zero hunger, 7 - Affordable and clean energy, 8 - Decent work and economic growth, 10 – Reduced inequalities, 12 – Responsible consumption and production, 13- Climate action, 14 – Life below water, 17 - Partnerships

CRFM Strategic Objective: Research and Development

Intermediate Outcomes:
CARICOM -
(i) 1.4 - Increased competitiveness of key economic sectors to drive the transition to growth
(ii) 3.1 – Strengthened resilience of all to the effects of climate change and variability
(iii) 3.3 – Sustainable use of environmental and natural resources across the region

CRFM -
1. Sustained improved information and knowledge on the status of key fishery resources that also now takes climate change into account.
2. Sustained strengthened regional network of research and assessment.

Immediate Outcomes:
CARICOM -
(i) 1.4.4 – Improved capacity for agricultural sector development
(ii) 3.1.1 – Strengthened capacity to ensure the effective integration of climate change adaptation and risk management into planning, implementation and decision-making processes at all levels
(iii) 3.3.2 – Increased capacity to manage and conserve the marine and terrestrial resources and related ecosystems in the Caribbean region

CRFM -

B2 – A regional (collaborative) 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.

Outputs:
CARICOM & CRFM -

(i) 1.4.4.3 – Common Fisheries Policy implemented
(ii) 3.1.1.4 – Initiatives to support key sectors of the Caribbean Community to adapt and mitigate the effects of climate change implemented
(iii) 3.3.2.1 – Initiatives to enhance regional governance arrangements for the protection of the marine environment and marine biodiversity implemented
(iv) 3.3.2.2 – CARICOM Common Fisheries Policy implemented
(v) 3.3.2.3 – Regional Coral Reef Action Plan implemented
(vi) 3.3.2.5 – Strategy on Invasive lionfish implemented
(vii) 3.3.2.7 – Support provided to Member States to undertake activities to enable the conservation and sustainable use of their maritime areas and associated resources

B2-1 CRFM Fisheries and Aquaculture Research Agenda [CCCFP-PoA: All articles] (PMs) 1. Keep under review the implementation of this agenda, for which the priority areas identified are being addressed under various initiatives included in this work plan and will take into account the impacts of COVID-19. 2. Prepare an implementation report. 3. Prepare an updated agenda during PY 2020-2022 **Member States Action:** Facilitate the implementation of the CRFM Fisheries and Aquaculture Research Agenda Review draft implementation report and provide feedback/comments in a timely manner.	1. CRFM Fisheries and Aquaculture Research Agenda implemented (No. of projects and other activities implementing aims of Research Agenda). 2. Implementation report prepared for CRFM Fisheries and Aquaculture Research Agenda prepared. 3. Updated 2020-2022 Research Agenda prepared.	2020	2022	42,689		**Risks:** Member States have insufficient financial and human resources to address research priority areas and have not prioritized investments for support in these areas. **Assumptions:** Member States have sufficient financial and human resources to address research priority areas and have also prioritized investment for support in these areas. **Risk Mitigation:** CRFM to provide technical and advisory support to Member States to address priority research areas. CRFM to encourage Member States to prioritize investments to address priority research areas and also facilitate partnerships with regional and international organizations as well as donor agencies.	**Lead:** **CRFM** **Supporting:**	UWI WECAFC OSPESCA

Respond to request(s) for information on priority research areas in a timely manner.								

CARICOM Strategic and enabling Priority (ies):

(i) Economic Resilience
(ii) Environmental Resilience

Ultimate Outcomes:

CARICOM-

(i) Sustainable growth for all CARICOM Member States
(ii) Reduced environmental vulnerability

CRFM-

(ii) Scientifically supported fisheries management policies, plans and actions

SDGs: 1 - No poverty; 2- Zero hunger, 8 - Decent work and economic growth, 10 – Reduced inequalities, 12 – Responsible consumption and production, 14 – Life below water, 17 - Partnerships

CRFM Strategic Objective: Research and Development

Intermediate Outcomes:

CARICOM -

(i) 1.4 - Increased competitiveness of key economic sectors to drive the transition to growth
(ii) 3.3 – Sustainable use of environmental and natural resources across the region

CRFM -

1. Sustained improved information and knowledge on the status of key fishery resources that also now takes climate change into account.
2. Sustained strengthened regional network of research and assessment.

Immediate Outcomes:

CARICOM -

(i) 1.4.4 – Improved capacity for agricultural sector development
(ii) 3.3.2 – Increased capacity to manage and conserve the marine and terrestrial resources and related ecosystems in the Caribbean region

CRFM -

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

Outputs:

CARICOM & CRFM

(i) 1.4.4.3 – Common Fisheries Policy implemented
(ii) 3.3.2.2 – CARICOM Common Fisheries Policy implemented
(iii) 3.3.2.7 – Support provided to Member States to undertake activities to enable the conservation and sustainable use of their maritime areas and associated resources

B5-1 CARIFICO Project follow-up [CCCFP-PoA: 10.2/7, 12.2, 16.4] (ED, PMRRA, PMFMD, SIA) 1. Liaise with JICA concerning preparations for and implementation of a follow up project. 2. Coordinate CARIFICO follow-up project. 3. Continue to facilitate the sharing of achievements and lessons learnt with other CRFM States. **Member States Action:** Facilitate investments to adopt and implement processes for a co-management approach	1. JICA con-management follow-up project implemented (No. of Member States participating; No. and types of activities) 2. Fisheries co-management approaches promoted in 6 OECS countries. 3. Lessons and achievements in co-management shared with all CRFM states (No, of lessons and best practices documented)	2020	2022	42,689	100,000 - JICA	**Risks:** Member States' policies and legislative frameworks do not support a co-management approach **Assumptions:** Member States' policies and legislative frameworks support a co-management approach **Risk mitigation:** CRFM to provide technical and advisory support to improve understanding of the need for Member States to invest in the co-management approach and implementation of the CCCFP which supports co-management.	**Lead:** JICA appointed consulting firm, which will manage the budget **Supporting:** CRFM	OECS, UWI, CANARI

BIENNIAL WORK PROGRAMME AND BUDGET – APRIL 2020- MARCH 2022

NAME OF INSTITUTION:	CRFM
IMPLEMENTATION PERIOD:	2020-2022
HIGH LEVEL ALIGNMENT: **Community Strategic Plan**	Strategic Priorities (i) Economic Resilience (ii) Social Resilience (iii) Environmental Resilience

CARIROM STRATEGIC AND ENABLING PRIORITIES	(iv) Strengthening Community Governance Enabling Priority – Coordinated Foreign and External Relations
ULTIMATE OUTCOME(S):	**CARICOM**- (i) Sustainable economic growth for all CARICOM Member States (ii) Improved quality of life for all in the Community (iii) Reduced environmental vulnerability (iv) An integrated Community with equity for all (v) CARICOM is favourably positioned in the global arena **CRFM**- Sustainable and optimized fisheries management
CRFM STRATEGIC OBJECTIVE:	Sustainable management and use of fisheries resources
SUSTAINABLE DEVELOPMENT GOAL(S):	1 - No poverty; 2- Zero hunger, 5 – Gender equality, 7 - Affordable and clean energy, 8 - Decent work and economic growth, 10 – Reduced inequalities, 12 – Responsible consumption and production, 13- Climate action, 14 – Life below water, 17 - Partnerships

BUDGET FOR 2020 - 2022

BUDGET SOURCE	**BUDGET AMOUNT**
CORE	**US$426,889**
INTERNATIONAL DEVELOPMENT PARTNERS	**US$8,064,540**
TOTAL BUDGET FOR 2020-2022	**US$8,491,429**

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
CARICOM Strategic and enabling Priority (ies): (i) Economic Resilience (ii) Social Resilience (iii) Environmental Resilience (iv) Strengthening Community Governance (v) Coordinated Foreign and External Relations								
Ultimate Outcomes: **CARICOM-** (i) Sustainable economic growth for all CARICOM Member States (ii) Improved quality of life for all in the Community (iii) Reduced environmental vulnerability (iv) An integrated Community with equity for all (v) CARICOM is favourably positioned in the global arena **CRFM-** Sustainable and optimized fisheries management								
SDGs: 1 - No poverty; 2- Zero hunger, 5 – Gender equality, 8 - Decent work and economic growth, 10 – Reduced inequalities, 12 – Responsible consumption and production, 13- Climate action, 14 – Life below water, 17 - Partnerships								
CRFM Strategic Objective: Sustainable management and use of fisheries resources								
Intermediate Outcomes: **CARICOM -** (i) 1.4 – Increased competitiveness of key economic sectors to drive the transition to growth (ii) 2.1 – Increased human capital development across the region (iii) 3.3 – Sustainable use of environmental and natural resources across the region (iv) 6.1 – Strengthened Community governance and accountability (v) 7.1 – Increased adoption of Community positions on major hemispheric and international issuse **CRFM -**								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
1. Continued strengthening of management practices 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. 2. Continued strengthening of participatory management practices, through increase of communication tools provided for stakeholder inputs, increase in stakeholder inputs via these tools, and increase in stakeholder inputs / interventions / positions submitted to the Forum and Council meetings.								
Immediate Outcomes: **CARICOM -** (i) 1.4.4 – Improved capacity for agricultural sector development (ii) 2.1.4 – Increased equitable participation by and empowerment of the vulnerable in the social, economic and political spheres (iii) 3.3.2 – Increased capacity to manage and conserve the marine and terrestrial resources and related ecosystems in the Caribbean region (iv) 6.1.2 – Improved organizational (institutional) capacity of community institutions to efficiently and effectively carry out their mandates (v) 7.1.2 – Increased capacity to represent the positions/ interests of the CARICOM in inter-governmental organizations **CRFM -** **C1** – Policies, institutional arrangements and standards that facilitate the implementation of the CCCFP and the CCRF and other regional/international fisheries instruments have improved. & **D2**- Post-harvest losses are reduced and fish and fisheries products quality and safety are improved in the CRFM member countries. & **D3**–The infrastructure for marketing and trade of fish and fisheries products in the CRFM member countries is improved and meets domestic needs and international standards where required. & **D4** - The role of women in all levels of the fish value chain has been strengthened.								
Outputs: **CARICOM -** (i) 1.4.4.3 – Common Fisheries Policy implemented (ii) 2.1.4.1 – Regional public sector capability building programme for mainstreaming inclusiveness (age, gender and disability) in public policy developed and implemented (iii) 3.3.2.1 – Initiatives to enhance regional governance arrangements for the protection of the marine environment and marine biodiversity implemented (iv) 3.3.2.2 – CARICOM Common Fisheries Policy implemented (v) 3.3.2.7 – Support provided to Member States to undertake activities to enable the conservation and sustainable use of their maritime areas and associated resources (vi) 6.1.2.1 – Harmonised governance arrangement for the Community institutions developed and implemented (vii) 6.1.2.2 – Review of the community institutions undertaken to rationalize functions, services and enhance efficiency (viii) 7.1.2.2 – Strategies for engagement with inter-governmental organizations to support agreed Community positions on international issues of strategic interest implemented **CRFM –**								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
(i) CARICOM Common Fisheries Policy implemented (ii) Initiatives to enhance regional governance arrangements for the protection of the marine environment and marine biodiversity implemented (iii) Support provided to Member States to undertake activities to enable the conservation and sustainable use of their maritime areas and associated resources (iv) Harmonised governance arrangement for the Community institutions developed and implemented (v) Strategies for engagement with inter-governmental organizations to support agreed Community positions on international issues of strategic interest implemented								
C1/D2/D3/D4-1 Contribution to CARICOM governance process [CCCFP-PoA: 16 to 20] (All Staff) 1. Continue contributions to the coordination meetings of CARICOM Secretariat and Institutions. 2. Prepare for and participate in CARICOM Strategic Planning and work planning processes. 3. Participate in relevant CARICOM policy and technical activities including COTED Ministerial and technical activities: Agriculture Food and Nutrition Cluster (AFNC) and related thematic working groups. 4. Coordinate with CARICOM, contribute to and participate in relevant CARICOM bilateral and multilateral partnership meetings such as with Cuba, India, Norway, Chile, USA, Japan, UN System and SICA. 5. Continue to coordinate with CARICOM and provide technical support for the development of an international legally binding instrument under the United Nations Convention on the Law of the	This is a core-funded and routine activity of the CRFM 1. Prepare written contributions for CARICOM work planning process. (No. contributions) 2. Prepare for and participate in CARICOM activities both at the technical working group level and at the senior decision-making levels, as well as negotiation meetings with third parties. (No. activities/ meetings attended) 3. Ongoing provision of technical support to UN negotiation discussions (No. activities undertaken)	2020	2022	35,574		**Risks:** Member States do not provide the resources for their own complementary activities **Assumptions** Member States are able to provide the resources for their own complementary activities **Risk mitigation** CRFM to keep countries informed of the relevance and importance of the activities that have been agreed, and by these means, promote the necessary investments	**Lead:** CRFM (Budget is allocated for staff time and expertise) **Supporting:** CARICOM, CARDI, CAHFSA, IICA, FAO	CARICOM, CARDI, CAHFSA, IICA, FAO

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction. **Member States Action:** Facilitate participation of national senior fisheries officials in discussions covering CRFM contributions to CARICOM, and discussions to develop regional positions for UN negotiations								
C1/D2/D3/D4-2 CRFM/CARICOM Fisheries and Aquaculture Priority Commodity Working Group [CCCFP-PoA: 18 (DED, PMFMD) 1. Coordinate Working Group activities and meetings. 2. Prepare working group meeting and activity implementation reports for submission to the CRFM and to CARICOM. 3. Continue to cooperate with CARICOM to seek done approval of project proposal tilted "Improve Strategy/Strategies, Activity Implementation Plan(s) and Capacity for Optimized Development of the Value Chain Network for the Marine Capture Fish and Aquaculture Industries". 4. Implement full project proposal when approved.	This is a core-funded and routine activity of the CRFM 1. Convene meetings of the FISHCOM WG (No. meetings) 2. Keep under review commodity development activities being undertaken that have potential to contribute to the aims of CARICOM, e.g. FISH4ACP project by FAO, Blue Economy project, SPS, WGA activities, and FAO supported initiative for enabling impact investments and trade improvements for Fisheries (No. activities being implemented; No. countries participating/ benefiting) 3. Implement project on value chain network development when approved by donor (Level of implementation; level of	2020	2022	35,574	4,494,382 - EU (FISH4ACP)	**Risks:** Member countries' allocation of resources to ensure meaningful uptake of the benefits of the various initiatives **Assumptions** Member countries have prioritized their involvement in the initiatives, and are ready for uptake of the benefits **Risk mitigation** CRFM and its working group to keep countries informed of the relevance and importance of the activities, and to provide support for planning country-level implementation	**Lead:** CRFM **Supporting:** FAO (FAO will manage the budgets for the FISH4ACP and impact investment initiatives)	IICA, UWI, CARICOM

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
Member States Action: Facilitate engagement of sectoral partners to ensure maximum participation and uptake by both private and public sector interests. Respond to request(s) for information on in a timely manner Facilitate participation in working group meetings at appropriate level Support the design/development/ implementation of proposed project	participation)							
<u>C1/D2/D3/D4-3 Trade in Fishery Products</u> 1. Continue to support Member States, in collaboration with CARICOM Secretariat, in addressing WTO fisheries subsidies negotiation a) Continue work to improve understanding of the practices regarding subsidies in the region b) Developing relevant technical briefs c) Coordinate and support CRFM countries' preparation and participation in the technical and policy meetings. 2. Support Member States and CARICOM Secretariat in addressing trade related issues related to access to the US and other markets a) Carry out studies to better	1. CARICOM positions are reflected in the WTO fisheries subsidies negotiations. (No. of regional meetings; no. of missions to Geneva by CRFM staff; no. position papers prepared) 2. Trade issues related to access to the US and other market are understood through the development of technical and policy briefs (No. of technical and policy briefs) 3. Studies conducted to	2020 2020	2022 2022	35,574	25,000 - CARICOM TAF 2 Project	**Risks:** Insufficient preparation by participation of Member States in the development of CARICOM positions. **Assumptions:** All Member States will prepare for and participate in the development of CARICOM positions. **Risk mitigation:** CRFM Secretariat will continuously engage with Member States and provide technical and advisory support regarding trade issues, and provide material to improve understanding of the issues by Member States.	**Lead: CARICOM** **Supporting: CRFM Secretariat**	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
understand trade access issues as they pertain to current and potential fish/fishery product trading partners b) Developing relevant technical briefs c) Coordinate and support CRFM countries' preparation and participation in the technical and policy meetings. **Member States Actions:** Review draft CARICOM position documents on trade and subsidies and provide feedback/comments in a timely manner. Respond to request(s) for trade and subsidies information in a timely manner. Facilitate the participation of key fisheries and trade officials in meetings and negotiations.	improve understanding of trade access issues pertaining to current and potential fish/fishery product trading partners. (No. studies conducted; No. member states which contributed to studies; No. position papers referencing information from studies)							
C1/D2/D3/D4-4 Improved value chain management [CCCFP-PoA: 18] (ED, DED + PMFMD) 1. Continue to coordinate and provide advice and support Member States to advance the implementation and mainstreaming of SPS Project	Project implementation is coordinated, and project coordination meetings convened (Number of project coordination meetings)	Feb 2020	Sep 2022	21,344	337,079 - 11th EDF	**Risks:** Model fisheries SPS legislation not formally approved and adopted by COTED Member States no longer wish/able to advance the implementation and mainstreaming of SPS Project	**Lead:** CRFM Secretariat **Supporting:** CARICOM Secretariat, IICA, Member	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
deliverables. 2. Continue to work with CARICOM to have model fisheries SPS legislation formally approved and adopted by COTED. 3. Monitor and evaluate the impact of the SPS project, using the impact assessment tool provided. **Member States Action :** Respond to request(s) for information on in a timely manner <u>Facilitate participation in project coordination meetings at appropriate level</u> Support the design/development/ application of impact assessment tool(s) Respond to request(s) for information on in a timely manner Facilitate participation in project coordination meetings at appropriate level Support promulgation of customised model fisheries SPS legislation	Project achievements are evaluated at least twice during the project (Number of project evaluations utilising impact assessment tool) At least 2 reports to be submitted to COTED (Number of submissions to COTED regarding fisheries SPS legislation)					deliverables **Assumptions** Member States remain desirous of advancing the implementation and mainstreaming of SPS Project deliverables **Risk mitigation** Ensure continued engagement of Member States' fisheries divisions, bureau of standards, legal departments in project activities	States' Legal Departments/Legal draughts-persons	
<u>C1/D2/D3/D4-6 Inter-agency</u> [CCCFP-PoA: 8.2] (All staff) 1. Implement MOUs, e.g. CRFM-CAHFSA-CROSQ, CRFM-OSPESCA, and CRFM-CDEMA. 2. Prepare implementation reports.	1. Cooperate for implementation of planned joint activities (Level of cooperation; no. of joint activities) 2. Provide technical support for	2020	2022	21,344		**Risks:** Member States do not finalize the country-level arrangements for further development of the follow-up project activities **Assumptions**	**Lead:** UWI & CDEMA (PPCR), IICA (SPS), AND UNEP (CLME+) **Supporting:**	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
3. Keep MOUs under review. **<u>Member State Actions:</u>** Facilitate engagement of key personnel at national level in follow up SPS project and also in ongoing CLME+ project activities Facilitate utility of FEWER via inter-agency MOUs and promotion to fishing community at appropriate level and frequency	CDEMA uptake of Fisheries Early Warning and Emergency Response (FEWER) ICT Solution (No. FEWER users; Level of support provided; FEWER adoption by CDEMA)					Member countries have prioritized their participation in the project activities, and so have a long-term commitment to ensure long-term successful outcomes **Risk mitigation** CRFM and project partners to keep countries informed of the relevance and importance of the activities, and to provide support for country-level implementation follow-up	CRFM	
<u>C1/D2/D3/D4-7 Gender mainstreaming</u> [CCCFP-PoA: 10] (PMFMD) 1. Implement gender mainstreaming initiative for the fisheries sector. *b.* Improve governance for gender – responsive fisheries planning and decision making. *c.* Enhance national capacities fir mainstreaming gender into fisheries management. *d.* Monitor gender mainstreaming activities, to facilitate reporting on Ministerial statement in respect of gender incorporation.	Percentage of Member States that have identified fisheries gender focal points (at least 35%) Number of programmes initiated to create awareness about decent work and gender issues/gaps; and, devise a strategy/plan for its implementation (at least 3 national and 1 regional) Number of women and men trained on gender mainstreaming, women empowerment, awareness and leadership, data collection, management and best practices to include gender. (at least 12)	Feb 2020	Dec 2020	21,345	928,000 - Global Affairs Canada	**Risks:** Member States cooperation not received in a timely manner **Assumptions** Member States are genuinely interested in the gender mainstreaming agenda **Risk mitigation** Ensure that member states focal points are included in all processes affecting implementation, to the extent practicable	**Lead:** CRFM Secretariat **Supporting:** Consultants National Gender agencies	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
Member State Action: Nominate personnel with relevant experience to provide the national perspective at consultations and meetings Ensure that all relevant stakeholders are available to participate in consultations Promote and support implementation of Action Plan on Gender Mainstreaming in Fisheries in the Caribbean for CRFM countries	Percentage of Increase in the membership of women in the CNFO (at least 10%) Number of policies, rules and regulations on fisheries that include gender perspective (at least 6) Percentage of Member States where Gender evaluation tool utilised to assess level of gender awareness (at least 35%)							
CARICOM Strategic and enabling Priority (ies): (i) Economic Resilience (ii) Environmental Resilience								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
Ultimate Outcomes: **CARICOM-** (i) Sustainable economic growth for all CARICOM Member States (ii) Reduced environmental vulnerability **CRFM-** Sustainable and optimized fisheries management								
SDGs: 1 - No poverty; 2- Zero hunger, 8 - Decent work and economic growth, 10 – Reduced inequalities, 12 – Responsible consumption and production, 14 – Life below water								
CRFM Strategic Objective: Sustainable management and use of fisheries resources								
Intermediate Outcomes: **CARICOM -** (i) 1.4 – Increased competitiveness of key economic sectors to drive the transition to growth (ii) 3.3 – Sustainable use of environmental and natural resources across the region **CRFM -** 1. Continued strengthening of management practices 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. 2. Continued strengthening of participatory management practices, through increase of communication tools provided for stakeholder inputs, increase in stakeholder inputs via these tools, and increase in stakeholder inputs / interventions / positions submitted to the Forum and Council meetings.							
Immediate Outcomes: **CARICOM -** (i) 1.4.4 – Improved capacity for agricultural sector development (ii) 3.3.2 – Increased capacity to manage and conserve the marine and terrestrial resources and related ecosystems in the Caribbean region **CRFM -** **C2** – The Precautionary Approach (PA), Ecosystem Approach to Fisheries (EAF) and the Castries Declaration on Illegal, Unreported and Unregulated Fishing are actively implemented by the CRFM. & **C6** - Fisheries operations by all CRFM members are made 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).							

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
Outputs: **CARICOM -** (i) 1.4.4.3 – Common Fisheries Policy implemented (ii) 3.3.2.1 – Initiatives to enhance regional governance arrangements for the protection of the marine environment and marine biodiversity implemented (iii) 3.3.2.2 – CARICOM Common Fisheries Policy implemented (iv) 3.3.2.4 – Castries Declaration on Illegal, Unreported and Unregulated (IUU) Fishing implemented **CRFM -** (i) CARICOM Common Fisheries Policy implemented (ii) Initiatives to enhance regional governance arrangements for the protection of the marine environment and marine biodiversity implemented (iii) Castries Declaration on Illegal, Unreported and Unregulated (IUU) Fishing implemented								
C2/C6-2 Joint WECAFC /CRFM Working Group on IUU fishing [CCCFP-PoA:8.2, 14.1-14.8] (PMFMD) 1. Support carrying out a study of readiness of Member States to implement the RPOA-IUU. 2. Support Member States' implementation, monitoring, evaluation and review of the RPOA-IUU. 3. Assist with pilot project to review and assess MCS capability and build capacity to combat IUU fishing. 4. Assist with capacity building and compliance improvement for the MPA systems in the Member States, as necessary. 5. Support the development of NPOAs-IUU fishing in at least four States. 6. Support review study to assess the nature and extent of IUU fishing in the	Number of Member States implementing RPOA-IUU (at least 8) Report of pilot project to review and assess capacity to combat IUU fishing Number of National Plans of action on IUU Fishing (NPOAs-IUU) (at least 4) Report of study to assess nature and extent of IUU fishing in the WECAFC region Number of persons receiving training related to combating IUU fishing - (at least 20) Number of Member States complying	Feb 2020	Jun 2022	42,689	10,000	**Risks:** Member States do not have necessary resources to implement actions in support of RPOA-IUU **Assumptions** Member States consider IUU Fishing important to combat **Risk mitigation** Member States ensure that budgetary requirement to combat IUU fishing are put in place Encourage COTED decision related to combatting IUU fishing	**Lead:** FAO WECAFC, RSS **Supporting:** CRFM Secretariat National Fisheries and Surveillance Border agencies	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
WECAFC region. 7. Support Member Countries training related to combating IUU fishing. 8. Encourage and support Member Countries in efforts to join in and/or comply with the FAO Port State Agreement. **Member State Action:** Review draft NPOA-IUUs and provide feedback/comments in a timely manner Assist in identifying and facilitating the participation of appropriate personnel in training exercises Facilitate the participation of key Officials in interdiction activities Facilitate the engagement of sectoral partners to/in developing national positions related to acceding to FAO Port State Agreement	with FAO Port State Agreement (at least 8)							
CARICOM Strategic and enabling Priority (ies): (i) Coordinated Foreign and External Relations								
Ultimate Outcomes: **CARICOM-** (i) CARICOM is favourably positioned in the global arena								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
CRFM- Sustainable and optimized fisheries management								
SDGs: 17 - Partnerships								
CRFM Strategic Objective: Sustainable management and use of fisheries resources								
Intermediate Outcomes: **CARICOM -** (i) 7.2 – Improved external / international relationships to advance the development of the region **CRFM -** 1. Continued strengthening of management practices 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. 2. Continued strengthening of participatory management practices, through increase of communication tools provided for stakeholder inputs, increase in stakeholder inputs via these tools, and increase in stakeholder inputs / interventions / positions submitted to the Forum and Council meetings.								
Immediate Outcomes: **CARICOM –** (i) 7.2.1 – Increased opportunities for cooperation with third countries and groups to implement CARICOM positions an initiatives **CRFM -** **C3** – Fisheries legal frameworks in the CRFM member countries, in support of sustainable utilization of the fisheries resources, are updated and harmonized where possible.								
Outputs: **CARICOM -** (i) 7.2.1.1 – Mechanisms for regular dialogue with third countries and groups established **CRFM -** (i) CRFM-France Cooperation Agreement developed and in operation								
<u>C3-1 Enhancing Cooperative Governance Arrangements - Flyingfish</u> [CCCFP-PoA: 8.5] (PMFMD) Continue to facilitate active cooperation	Facilitate meeting between representatives of French OTs,	Feb 2020	Sep 2020	42,689		**Risks:** France does not cooperate effectively in facilitating cooperation Flyingfish fisheries receive reduced prioritization in fisheries development	**Lead:** CRFM Secretariat **Supporting:**	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
between CRFM and France at the political level regarding flyingfish conservation and management. **Member State Action:** Respond to request(s) for relevant information in a timely manner Facilitate engagement of key personnel at national level in discussions related to development of cooperation agreement Facilitate the participation of key fisheries Officials in discussions related to further development of cooperation agreement	relevant CRFM Member States and CRFM Secretariat to finalise cooperation agreement on living marine resources management (No. activities/products/meetings to finalise cooperation agreement; No. countries participating in activities/meetings; level of cooperation achieved)					plans **Assumptions** Member Countries remain willing to achieve cooperation in living marine resources management **Risk mitigation** Facilitate continued involvement of all parties to extent practicable Encourage recognition of current and potential regional importance of flyingfish fisheries	OECS Commission Ifremer	
CARICOM Strategic and enabling Priority (ies): (i) Economic Resilience (ii) Social Resilience (iii) Environmental Resilience (iv) Coordinated Foreign and External Relations								
Ultimate Outcomes: **CARICOM-** (i) Sustainable economic growth for all CARICOM Member States (ii) Improved quality of life for all in the Community (iii) Reduced environmental vulnerability (iv) CARICOM is favourably positioned in the global arena								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
CRFM- Sustainable and optimized fisheries management								
SDGs: 1 - No poverty; 2- Zero hunger, 8 - Decent work and economic growth, 10 – Reduced inequalities, 12 – Responsible consumption and production, 13- Climate action, 14 – Life below water, 17 - Partnerships								
CRFM Strategic Objective: Sustainable management and use of fisheries resources								
Intermediate Outcomes: **CARICOM -** (i) 1.4 – Increased competitiveness of key economic sectors to drive the transition to growth (ii) 2.1 – Increased human capital development across the region (iii) 3.1 – Strengthened resilience of all to the effects of climate change and variability (iv) 3.3 – Sustainable use of environmental and natural resources across the region (v) 7.1 – Increased adoption of Community positions on major hemispheric and international issuse **CRFM -** 1. Continued strengthening of management practices 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. 2. Continued strengthening of participatory management practices, through increase of communication tools provided for stakeholder inputs, increase in stakeholder inputs via these tools, and increase in stakeholder inputs / interventions / positions submitted to the Forum and Council meetings.								
Immediate Outcomes: **CARICOM -** (i) 1.4.4 – Improved capacity for agricultural sector development (ii) 2.1.4 – Increased equitable participation by and empowerment of the vulnerable in the social, economic and political spheres (iii) 3.1.1 – Strengthened capacity to ensure the effective integration of climate change adaptation and risk management into planning, implementation and decision-making processes at all levels (iv) 3.1.2 – Increased availability of quality services to support climate change mitigation and adaptation (v) 3.3.2 – Increased capacity to manage and conserve the marine and terrestrial resources and related ecosystems in the Caribbean region (vi) 7.1.2 – Increased capacity to represent the positions/ interests of the CARICOM in inter-governmental organizations **CRFM -** **C4** – Fisheries management and development plan and other fishery-specific conservation, management and recovery plans are prepared, adopted and implemented at national level and regional level where appropriate.								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
& **C5** – The state of fisheries resources and aquatic ecosystems in general in the CRFM mandate area is improved through effecting change to more sustainable fishing practices. & **C6** - Governments and key stakeholders enabled to support the sustainable use of fisheries and key marine habitats. & **C7** - The protection of critical fish habitats has been established/expanded, and informed by national marine spatial planning (MSP). & **D1** – Small-scale fisherfolk organizations in CRFM member countries play an active role in planning, managing and monitoring fisheries.								
Outputs: **CARICOM & CRFM -** (i) 1.4.4.3 – Common Fisheries Policy implemented (ii) 2.1.4.1 – Regional public sector capability building programme for mainstreaming inclusiveness (age, gender and disability) in public policy developed and implemented (iii) 3.1.1.4 – Initiatives to support key sectors of the Caribbean Community to adapt and mitigate the effects of climate change implemented (iv) 3.1.2.3 – Suite of operational climate services at national and regional levels integrated into the water, health, energy, disaster risk reduction and agriculture and food security sectors (v) 3.3.2.1 – Initiatives to enhance regional governance arrangements for the protection of the marine environment and marine biodiversity implemented (vi) 3.3.2.2 – CARICOM Common Fisheries Policy implemented (vii) 3.3.2.5 – Strategy on Invasive lionfish implemented (viii) 3.3.2.6 – Caribbean Large Marine Ecosystem (CLME) Project and the SPAW and LBS protocols implemented (ix) 3.3.2.7 – Support provided to Member States to undertake activities to enable the conservation and sustainable use of their maritime areas and associated resources (x) 7.1.2.2 – Strategies for engagement with inter-governmental organizations to support agreed Community positions on international issues of strategic interest implemented								
C4/C5/C6/C7 – 1 Blue Economy through Marine Spatial Planning Component 1 - Implementing cross-sectoral Marine Spatial Planning 1. National MSP conducted in countries, with a participatory, climate- and gender-sensitive approach. 2. National BE strategies designed, validated & deployed in countries (with key marine economic sectors).	Project Document finalized in 2020, commencement of component 1 of the project. Indicators: No. activity reports and deliverables (national consultations, national BE strategies, financing strategies, decision-support system recommendations, No. new/ improved MPAs; increased level of capacity for MPA management)	2020	2025	20,000	700,000	**Risks:** Allocation of sufficient resources by participating states to ensure successful sustained uptake of benefits **Assumptions:** Member States have incorporated the project aims into national planning and have assigned suitable resources for mainstreaming the lessons learned. **Risk Mitigation:** CRFM to prepare and	**Lead:** FAO & CRFM Supporting: CAF, GEF	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
3. Sustainable financing strategies for national BE, designed & validated, highlighting marine-based economic opportunities. 4. National decision-support systems developed & implemented for sustainable fisheries management (including climate change impacts and data gap analysis, strengthened use of field monitoring, GIS & other spatial data collection technologies). 5. Newly created or expanded marine protected areas or OECM (Other Effective Area-based Conservation Measures) in targeted countries. 6. Enhanced marine protected areas management capacity in select countries.						disseminate the necessary information products to help Member States to plan effectively for successful uptake and mainstreaming of project benefits.		
C4/C5/D1 – 1 Fishery Management Plans [CCCFP-PoA: 12.1, 12.5] (ED, DED, PMFMD, PMRRA0 1. Review of the implementation of sub-regional fisheries management plans for the blackfin tuna and FAD fisheries. 2. Support the development and implementation of FMPs for at least two additional fisheries. 3. Keep under review the status and performance of regionally agreed management plans.	This is a core-funded and routine activity of the CRFM Put in place a monitoring system to review fisheries management performance as this relates to agreed regional measures. (No. countries with national plans; No. countries implementing agreed management measures; Level of management performance)	2020	2022	18,848		**Risks:** Member States have not allocated the required resources for implementation of agreed management plans and measures **Assumptions** Member States have prioritized and assigned resources for mainstreaming implementation of agreed management plans and measures **Risk mitigation** CRFM to keep under review practicality	**Lead:** CRFM (Budget covers staff time and expertise) **Supporting:** WECAFC	FAO

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
Member State Actions: Assign specific resources and facilitate utility of the agreed management instruments at appropriate level and frequency						of management measures, to suit Member States' priorities and resource situations		
<u>C4/C5/D1-2 Regional Strategy on Invasive Lionfish</u> [CCCFP-PoA: 11.9/10] (PMRRA) 4. Support continued implementation of regional Lionfish Acton Plan, 5. Prepare implementation reports. 6. Support the evaluation and review of the Regional Strategy on Invasive Lionfish for further actions according to regional developments on this issue. **Member State Actions:** Promote and support implementation of programme/plan of action for invasive lionfish through the relevant investments in the administrative, scientific and legislative frameworks	1. Regional Lionfsh Action Plan implemented and implementation reports prepared. (No. of MS implementing Action Plan; No. implementation reports) 2. Regional Strategy on Invasive Lionfish reviewed and evaluated and further actions identified.(Updated Evaluation report; no. recommendations to improve implementation)	2020	2022	18,844	10,000	**Risks:** Member States have insufficient human and financial resources to implement the Lionfish Action Plan and Strategy and have not prioritized investments to support these activities. **Assumptions:** Member States have sufficient human and financial resources to implement the Lionfish Action Plan and Strategy and have prioritized investments to support these activities. **Risk mitigation:** CRFM will provide technical and advisory support to Member States to implement the Lionfish Action Plan and Strategy. CRFM will also promote the importance of prioritization of investments and facilitate partnerships with regional and international organizations as well as donor agencies.	**Lead: CRFM** **Supporting: WECAFC, OSPESCA**	NOAA UWI
<u>C4/C5/D1-3 Fisheries management and development activities</u> [CCCFP-PoA: 12] (PMFMD) 1. Continue to support enhanced	Nature/ Level of support provided.	Feb 2020	Dec 2020	18,844		**Risks:** Flyingfish fisheries receive reduced prioritization in fisheries development plans	**Lead:** CRFM secretariat **Supporting:** National	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
stakeholder participation in flyingfish fisheries management process and expand efforts to other fisheries. 2. Continue to support long-term enhancements of livelihoods and human well-being for flyingfish fisheries and expand efforts to other fisheries. 3. Continue to encourage and support adaptive management approaches for Eastern Caribbean flyingfish fisheries and expand efforts to other fisheries. **Member State Actions:** Respond to request(s) for relevant information in a timely manner Facilitate engagement of key personnel at national level in discussions related to flyingfish management processes Facilitate the participation of key fisheries Officials in discussions related to adaptive management approaches institutes in development of flyingfish fisheries	Number of fisherfolk actively involved in discussions related to flyingfish management processes Number of adaptive management approaches instituted in development of flyingfish fisheries (at least 4)					**Assumptions** Flyingfish fisheries remain (relatively) high development priorities **Risk mitigation** Encourage recognition of current and potential regional importance of flyingfish fisheries	fisheries agencies; IFREMER	
C4/C5/D1-4 Enhancing fisheries governance activities for Caribbean Large Marine Ecosystem [CCCFP-PoA: 8.2, 19] (All staff) 1. Continue to participate in interim inter-	Provide resources for CRFM participation in interim inter-agency governance mechanism and keep implementation under review. (No. and level of stakeholder engagement	2020	2022	18,844		**Risks:** Governance mechanisms proposed are not effectively supported by inter-agency cooperation and by Member States	**Lead:** CLME+ (UNEP) and WECAFC **Supporting:** CRFM	OSPESCA, CARICOM, SICA

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
agency governance mechanism under CLME+ project. 2. Cooperate with WECAFC and other regional agencies for determining suitability of RFMO arrangements. **Member State Actions:** Facilitate engagement of key personnel at national level in consultations to prepare for the negotiations, supported by relevant documentation of the issues at hand. Active participation of key personnel in the relevant fora and strive to identify united regional approach in advocacy efforts	activities; Level of cooperation; Level of performance of interim mechanism)					**Assumptions** The relevant agencies and Member States know their needs for regional cooperation in fisheries management and ocean governance, and are committed to ensure its success **Risk mitigation** The regional lead agencies facilitate transparent negotiations and equitable treatment of the issues so as to ensure that the final arrangements enjoy maximum possible support by the parties concerned		
C4/C5/D1-5 Enhancing Fisheries Co-management (CARIFICO Project follow-up) [CCCFP-PoA: 10.2/7, 12.2, 16.4] (ED, PMFMD, PMRRA, SIA) 1. Liaise with JICA and finalize preparations for and implementation of a follow-up project. 2. Provide support for the fisheries co-management approaches in 6 OECS countries to be promoted under the follow-up project. 3. Continue to facilitate the sharing of achievements and lessons learnt with other CRFM States. **Member State Actions:**	1. JICA co-management follow-up project implemented (No. of Member States participating; No. and types of activities) 2. Fisheries co-management approaches promoted in 6 OECS countries. 3. Lessons and achievements in co-management shared with all CRFM states (No, of lessons and best practices documented)	2020	2022	18,844	100,000 - JICA – Budget still to be determined	**Risks:** Member States' policies and legislative frameworks do not support a co-management approach **Assumptions:** Member States' policies and legislative frameworks support a co-management approach **Risk mitigation:** CRFM to provide technical and advisory support to improve understanding of the need for Member States to invest in the co-management approach and implementation of the CCCFP which supports co-management.	**Lead:CRFM** **Supporting:JICA**	OECS UWI CANARI

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
Make the relevant investments to adopt and implement processes for a co-management approach								
C4/C5/D1-6 CC4FISH [CCCFP-PoA: 10.13, 10.14 & 20.9]] (SIA) 1. Assess the potential of national frameworks (feasibility study) to adopt new processing and marketing opportunities in order to add value and increase economic resilience in response to climate change in Trinidad and Tobago & Grenada. The assessment would be done using a value chain approach. 2. Identify key commercial and underutilized species with potential for increased socio-economic benefits through full utilization in the post-harvest sector. 3. Evaluate potential measures including processing methods best suited for the identified species and methods for utilization of fish waste. 4. Develop business proposals to facilitate optimum utilization of the key species identified and implement the proposals in Trinidad and Tobago & Grenada on a phased basis as appropriate. **Member State Actions:**	Report of Feasibility Study to adopt new processing and marketing opportunities in order to add value and increase economic resilience in response to climate change in Trinidad and Tobago and Grenada Identification of species with potential for increased socio-economic benefits in Trinidad and Tobago and Grenada. 2 Business proposals developed to utilization under-utilized species in Trinidad and Tobago and Grenada.	2015	2020	18,844	95,000 - Global Environment Facility/ Special Climate Change Fund FAO project ID: 621550 G EF/LDCF/SCCF Project ID: 5667	**Risks:** Trinidad and Tobago and Grenada have insufficient human and financial resources to facilitate engagement of key personnel in activities related to the Feasibility Study and development of Business Proposals, as well as to implement the recommendations from the Feasibility Study and Business Proposals. **Assumptions:** Member States have prioritized investment to facilitate activities related to the Feasibility Study and development of Business Proposals as well as to implement recommendations from the Study and Business Proposals. **Risk mitigation:** CRFM will provide technical and advisory support to Member States to prepare for and participate in the in activities related to the Feasibility Study and development of Business Proposals,	**Lead:** **FAO** (Budget is taken from Project document) **Supporting:** **CRFM**	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
1. Facilitate engagement of key personnel at national level in activities related to the Feasibility Study and Business Proposals. 2. Review the draft Report of Feasibility Study and provide feedback/comments in a timely manner 3. Facilitate utility of Business Proposals and Feasibility Study at appropriate level and frequency 4. Assist in identifying and facilitating the participation of fishers and other stakeholders in training exercises related to the Business Proposal.						as well as to implement the recommendations from the Feasibility Study and Business Proposals.		
C4/C5/D1-7/G2 CNFO/ Fisherfolk Development [CCCFP-PoA: 10.1 -10.3] (ED, PMFMD, SIA) 1. Continue to support strengthening of the capacity of fisherfolk and their organisations to undertake advocacy, through specific projects as appropriate. 2. Liaise with CANARI to conduct institutional analyses and organizational assessments in key fisheries-related state agencies and national fisherfolk organisations in the seven (7) target countries under the StewardFish Project.	1. Capacity of fisherfolk organisations strengthened to undertake advocacy. (No. of fisherfolk organisations that benefited from capacity building activity) 2. Institutional analyses and organizational assessment in key fisheries-related state agencies conducted under the Stewardfish Project. (No. of assessments) 3. Pilot projects developed and implemented to address	2020	2022	18,844	100,000 - Stewardfish	**Risks:** Fisheries related state-agencies and fisherfolk organisations in Member States have insufficient financial and human resources to undertake advocacy and ecosystem stewardship and do not consider them a priority. **Assumptions:** Fisheries related state agencies and fisherfolk organisations in Member States have sufficient financial and human resources to undertake advocacy and ecosystem and consider	**Lead: CRFM** **Supporting: CNFO, CANARI, CERMES**	UWI

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
3. Develop and implement seven (7) pilot projects to address priority implementation gaps within key fisheries-related state agencies to support fisherfolk organisations and their roles in stewardship under the StewardFish project. 4. Continue to work with CERMES and CNFO to support implementation of the Protocol on achieving sustainable small-scale fisheries. **Member State Actions:** Make the relevant investments to adopt and implement processes for strengthening fishrfolk organisations in ecosystem stewardship.	priority implementation gaps within fisheries related state agencies to support fisherfolk's role in ecosystem stewardfish. (No. and types of pilot projects; no. of project reports) 4. Protocol on small-scale fisheries implemented (No. of Member States implementing Protocol)					them a priority. **Risk mitigation:** CRFM will promote the importance of advocacy and ecosystem stewardship through partnerships with the CNFO and projects which seek to strengthen prioritization of investment in an ecosysytem approach to fishers, and co-management		
C4/C5/D1-9 Participation in ICCAT Commission activities [CCCFP-PoA: 8.2, 11, 12 & 19] (PMRRA, some being handled by DED) 1. Coordinate activities of CRFM's Pelagic Working Group (PWG) on ICCAT aimed at improving contribution to the ICCAT management process and Commission activities, including consideration of deliberations of inter-sessional meetings, and provision of support for management reporting, management	This is a core activity of the CRFM, and is therefore a continuous activity 1. Coordinate review of ICCAT Commission's work 2. Convene meetings of CRFM PWG to review and discuss ICCAT Commission activities and recommendations, 3. Keep under review fisheries management compliance by Member States (No. CRFM PWG meetings; No.	2020	2022	18,844		**Risks:** Insufficient allocation of resources by Member States for activity **Assumptions:** Member States with large pelagic fisheries are aware of the consequences on non-cooperation with ICCAT **Risk Mitigation** CRFM uses its meeting space to continue to promote cooperation with ICCAT	**Lead:** CRFM (Budget allocated to cover staff time and expertise and attendance of CRFM representative in ICCAT Commission meeting)	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
compliance and negotiations. 2. Prepare report(s) of PWG on ICCAT management activities. 3. Participate in ICCAT Commission meetings, as required. 4. Prepare report of ICCAT Commission meeting participation. **Member State Actions:** Allocate sufficient resources for achieving desired cooperation with ICCAT Implement ICCAT management measures Document measures taken to cooperate with ICCAT and to comply with management measures Facilitate a multi-disciplinary team to manage ICCAT affairs and to coordinate country-level positions	Member States participating in Commission-level meetings/ activities; No. compliance issues addressed annually)						**Supporting:** Other regional fisheries bodies in the wider Caribbean (WECAFC and OSPESCA)	

BIENNIAL WORK PROGRAMME AND BUDGET – APRIL 2020- MARCH 2022

NAME OF INSTITUTION:	CRFM
IMPLEMENTATION PERIOD:	2020 – 2022
HIGH LEVEL ALIGNMENT: **Community Strategic Plan** **CARICOM STRATEGIC PRIORITIES:**	(i) Economic Resilience (ii) Environmental Resilience
ULTIMATE OUTCOME(S):	**CARICOM**- (i) Sustainable economic growth for all CARICOM Member States (ii) Reduced environmental vulnerability

	CRFM- Sustainable and optimized aquaculture development
CRFM STRATEGIC OBJECTIVE:	Sustainable development of aquaculture
SUSTAINABLE DEVELOPMENT GOAL(S):	1 - No poverty; 2- Zero hunger, 8 - Decent work and economic growth, 10 – Reduced inequalities, 12 – Responsible consumption and production, 13- Climate action, 17 - Partnerships

BUDGET FOR 2020 - 2022

BUDGET SOURCE	**BUDGET AMOUNT**
CORE	**US$128,067**
INTERNATIONAL DEVELOPMENT PARTNERS	**US$0.00**
TOTAL BUDGET FOR 2020-2022	**US$128,067**

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
CARICOM Strategic and enabling Priority (ies): (i) Economic Resilience (ii) Environmental Resilience								
Ultimate Outcomes: **CARICOM-** (i) Sustainable economic growth for all CARICOM Member States (ii) Reduced environmental vulnerability **CRFM-** Sustainable and optimized aquaculture development								
SDGs: 1 - No poverty; 2- Zero hunger, 8 - Decent work and economic growth, 10 – Reduced inequalities, 12 – Responsible consumption and production, 13- Climate action, 17 - Partnerships								
CRFM Strategic Objective: Sustainable development of aquaculture								
Intermediate Outcomes: **CARICOM -** (i) 1.4 - Increased competitiveness of key economic sectors to drive the transition to growth (ii) 3.3 – Sustainable use of environmental and natural resources across the region **CRFM -** 3. Strengthened knowledge and information on the development and management of aquaculture. 4. Strengthened and expanded sustainable aquaculture management practices, with specific supporting holistic business and sustainable management plans.								
Immediate Outcomes: **CARICOM -** (i) 1.4.4 - Improved capacity for agricultural sector development (ii) 3.3.2 – Increased capacity to manage and conserve the marine and terrestrial resources and related ecosystems in the Caribbean region **CRFM -** **E1** – Policy, institutional and legal frameworks enabling responsible aquaculture development have been established in the CRFM member countries.								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
& **E2** – Most CRFM members have increased production of fish and fish products through improved aquaculture planning, sustainable expansion, diversification of species and intensification of aquaculture production systems & **E3** – Voluntary guidelines, best management practices and standards for sustainable aquaculture in the Caribbean developed and adopted by the stakeholders								
Outputs: **CARICOM -** (i) 1.4.4.3 - Common Fisheries Policy implemented (ii) 3.3.2.2 – CARICOM Common Fisheries Policy implemented **CRFM -** (i) CRFM WGA implementation advanced with status progress reports available								
<u>E1/E3-1 Working Group on Aquaculture</u> [CCCFP-PoA: 10.5] (PMFMD) 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	Number /nature of support provided to MS WGA meeting report Number of policy, institutional and legal frameworks enabling responsible aquaculture development established in the CRFM member countries. Number of CRFM members have increased production of fish and fish products through improved aquaculture planning, sustainable expansion, diversification of species and intensification of aquaculture	Mar 2020	May 2024	128,067		**Risks:** Member Countries do not remain committed to appropriate levels of responsible aquaculture development **Assumptions** Member Countries' stakeholders are willing to adopt voluntary guidelines, best management practices and standards for sustainable aquaculture, by the stakeholders **Risk mitigation** Constant discussion between/among member countries' stakeholders regarding aquaculture development	**Lead:** **CRFM** **Supporting:**	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
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. **Member States Action:** Respond to request(s) for relevant information in a timely manner Facilitate engagement of key personnel at national level in discussions related to development aquaculture Facilitate the participation of key fisheries Officials in discussions related to further development of aquaculture	production systems. Number of CRFM Countries that have adopted voluntary guidelines, best management practices and standards for sustainable aquaculture, by the stakeholders.							

BIENNIAL WORK PROGRAMME AND BUDGET – APRIL 2020- MARCH 2022

NAME OF INSTITUTION:	CRFM
IMPLEMENTATION PERIOD:	2020 – 2022
HIGH LEVEL ALIGNMENT: **Community Strategic Plan** **CARICOM STRATEGIC PRIORITY:**	(i) Environmental Resilience
ULTIMATE OUTCOME(S):	**CARICOM:** Reduced environmental vulnerability **CRFM:** Climate change and disaster resilience readiness
CRFM STRATEGIC OBJECTIVE:	Adaptation to climate change and disaster risk management in fisheries
SUSTAINABLE DEVELOPMENT GOAL(S):	9 - Industry, innovation and infrastructure, 13- Climate action

BUDGET FOR 2020 - 2022

BUDGET SOURCE	**BUDGET AMOUNT**
CORE	**US$170,756**
INTERNATIONAL DEVELOPMENT PARTNERS	**US$344,000**
TOTAL BUDGET FOR 2020-2022	**US$514,756**

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
CARICOM Strategic and enabling Priority (ies): (i) Environmental Resilience								
Ultimate Outcomes: **CARICOM-** (i) Reduced environmental vulnerability **CRFM-** Climate change and disaster resilience readiness								
SDGs: 9 - Industry, innovation and infrastructure, 13- Climate action								
CRFM Strategic Objective: Adaptation to climate change and disaster risk management in fisheries								
Intermediate Outcomes: **CARICOM -** (i) 3.1 - Strengthened resilience of all to the effects of climate change and variability (ii) 3.2 – Strengthened resilience to all forms of hazards **CRFM -** 1. Improved adaptation to CC and DRM, evidenced by continued development of supporting knowledge, planning and risk management plans and systems								
Immediate Outcomes: **CARICOM -** (i) 3.1.3 – Increased financing for climate change adaptation and mitigation interventions across Member States and Institutions (ii) 3.2.1 – Improved capabilities at all levels for disaster mitigation, management and response **CRFM -** **F1**- 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. & **F4** –The establishment of fisheries and aquaculture insurance schemes is promoted and technically supported by CRFM.								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
Outputs: **CARICOM -** (i) 3.1.3.1 – Technical support provided to Member States and institutions to be in a state of climate finance readiness (ii) 3.2.1.2 – Initiatives to improve integrated risk management at the sectoral level for key priority sectors implemented **CRFM -** (i) Initiatives for supporting implementation of Current Regional Strategy and Action Plan for Climate Change Adaptation and Disaster Risk Management in Fisheries and Aquaculture (ii) Updated Regional Strategy and Action Plan for Climate Change Adaptation and Disaster Risk Management in Fisheries and Aquaculture (iii) CC/DRM Protocol implemented (iv) CCRIF – CRFM MOU implemented, including joint work plan outputs								
F1 -1 Climate Change Adaptation and Disaster Risk Management in Fisheries and Aquaculture in the CARICOM Region – Implementation of CC/DRM Protocol and Updated Regional Strategy and Action Plan [CCCFO-PoA: 8.4 & 11.2/5/7/14 & 12.6/7] (All staff) 1. Finalize updated Strategy and Action Plan for CC and DRM Promote implementation of CC/DRM Protocol and Updated Regional Strategy and Action Plan, via their incorporation into national programmes and plans. 2. Keep performance of CC/DRM Protocol and Updated Strategy and Action Plan under review and evaluation. 3. Collaborate with partner agencies to address the impacts of Sargassum influxes on the fisheries sector through the implementation of appropriate	Finalize the updated Regional Strategy and Action Plan on CC. Conduct review of implementation of agreed instruments for CC, DRM and Sargassum. (Level of implementation) Impacts of Sargassum influxes on the fisheries sector addressed through the implementation of appropriate projects (No. projects and activities undertaken; No. of MS participating in such activities)	2020	2022	42,689	110,000 - PPCR; CRFM; IAEA ; CARICOM; Member States; JICA- 50, 000 USD for Fact-finding study A mix of core funding and donor funding	**Risks:** Insufficient allocation of resources by Member States for implementation of agreed measures **Assumptions:** Member States have prioritized resources to support implementation **Risk Mitigation** CRFM documents the benefits of implementing the agreed measures to address climate change impacts, and sensitizes Member States about the investment needs.	**Lead:** PPCR, CRFM (PPCR Budget shown is for consultancy fees and staff time) **Supporting:** CARICOM; IAEA; JICA	UWI OECS FAO

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
projects. **Member States Action:** Assign resources for implementing agreed regional recommendations, strategies, and other instruments Facilitate utility of instruments and associated proposed methods at appropriate level and frequency					but no specific projects as yet			
F1/F4-1 Supporting implementation of a parametric insurance scheme for the fisheries sectors of Caribbean SIDS and adoption of climate smart fisheries management [CCCFP-PoA: 121.6] (PMFMD) 1. Collaborate with CCRIF-SPC to increase regional resilience of Caribbean fisheries sectors to climate change related severe weather events leading to insurance premium reductions. *2.* Promote climate-smart practices in alignment with the CCCFP, and uptake of COAST insurance products. *3.* Implement CRFM-CCRIF MOU via implementation of joint work plan. *4.* Participate in CCRIF annual internship programme.	CRFM-CCRIF MOU and work plan implemented (Number of countries benefitting; no. studies completed) Number of Countries implementing parametric insurance scheme for the fisheries sectors Number of CCRIF interns associated with CRFM Secretariat (at least 2) Number of CCRIF intern reports focused on the fisheries perspective (At least 2)	Apr 2020	Dec 2022	42,689	121,000 CCRIF - SPC	**Risks:** Member Countries not willing to pay required premiums **Assumptions** Member Countries pay required/agreed premiums in a timely manner Member Countries are committed to disaster risk reduction in the fisheries and aquaculture sectors **Risk mitigation** Member Countries are supported to participate in and agree to development of country profiles to determine level of participation in insurance schemes	**Lead:** CCRIF SPC **Supporting:** CRFM; National Fisheries agencies; national fisherfolk organisations	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
Member State Actions : Respond to request(s) for relevant information in a timely manner Facilitate engagement of key personnel at national level in discussions related to implementation of parametric insurance scheme Facilitate the participation of key fisheries Officials in discussions related to implementation of parametric insurance scheme Facilitate payment of necessary premiums to allow for participation in parametric insurance schemes								
CARICOM Strategic and enabling Priority (ies): (i) Environmental Resilience								
Ultimate Outcomes: **CARICOM-** (i) Reduced environmental vulnerability **CRFM-** Climate change and disaster resilience readiness								
SDGs: 9 - Industry, innovation and infrastructure, 13- Climate action								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
CRFM Strategic Objective: Adaptation to climate change and disaster risk management in fisheries								
Intermediate Outcomes: **CARICOM -** (i) 3.2 – Strengthened resilience to all forms of hazards **CRFM -** 1. Improved adaptation to CC and DRM, evidenced by continued development of supporting knowledge, planning and risk management plans and systems								
Immediate Outcomes: **CARICOM -** (i) 3.2.1 – Improved capabilities at all levels for disaster mitigation, management and response **CRFM -** **F2** – Fisherfolk and fishing communities' vulnerability to crisis, threats and emergencies is reduced through better preparedness and integration of disaster risk management approaches (planning and decision-making). & **F3** – Partnerships with CDEMA, CCCCC, 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.								
Outputs: **CARICOM -** (i) 3.2.1.2 – Initiatives to improve integrated risk management at the sectoral level for key priority sectors implemented **CRFM -** (i) Fewer mainstreamed into CDEMA information management system (ii) Climate change report card updated (iii) Energy and GCF project proposals advanced (iv) Coral reef action plan implementation advanced								
F2-1 CRFM-CDEMA MOU implementation, with emphasis on adoption and expansion of support for Fisheries Early Warning and	1. Provide technical support for MOU implementation and implementation of provision of	2020	2021	21,344		**Risks:** Member States do not finalize the country-level arrangements for further development and mainstreaming of	**Lead:** CDEMA (Budget includes provisions for	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
Emergency Response System (FEWER) [CCCFP-PoA: 10.1-10.3] (PMRRA, being handled by DED) 1. Continue to provide support to CDEMA and to the pilot countries for adoption and sustainability of FEWER. 2. Support further development and expansion of FEWER through future project opportunities, as needed. **Member States Action:** Facilitate utility of FEWER via country-level inter-agency MOUs and promotion of usage to fishing community at appropriate level and frequency	CDEMA contract with PPCR project for FEWER 2. FEWER incorporated into CDEMA ICT information and communication networking arrangements 3. CDEMA established as global administrator for FEWER (Level of usage of FEWER; FEWER adopted by CDEMA)					FEWER **Assumptions** Member countries have prioritized their participation in FEWER, and so have a long-term commitment to ensure long-term successful outcomes **Risk mitigation** CRFM and project partners to keep countries informed of the relevance and importance of FEWER, and to provide support for country-level implementation follow-up	equipment and consulting fees) **Supporting:** CRFM, UWI	
F3-3 Sustainable energy project) [CCCFP-PoA: 12.6 & 18] (PMFMD) 1. Finalize [in collaboration with CARICOM Secretariat] and seek approval of project proposal on *Promoting Sustainable Energy Use in the Fisheries Sector* for funding by potential donors. 2. Demonstrate that the operating cost of the fisheries sector can be reduced through the use of renewable energy for storage and processing **Member State Actions:** Support the development and finalisation of	1 Project proposal finalized and submitted potential donors	Jan 2020	Aug 2020	21,344		**Risks:** Acceptance if proposal is not forthcoming **Assumptions:** Support from CARISec RMTA for proposal development is timely and ongoing **Risk Mitigation** Ensure that proposal meets donor requirements	**Lead:** CRFM Secretariat **Supporting:** CARICOM Secretariat RMTA CARICOM Secretariat Energy Unit	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
project proposal to be submitted to potential donors Review and endorse project proposal to be submitted to potential donors								
F3-4 Coral Reef Action Plan [CCCFP-PoA; 10.12] (PMFMD) The following elements are addressed via other initiatives aimed at increasing resilience to climate change, disaster risk reduction, promoting co-management and alternative livelihoods 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 improved 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. **Member State Actions:** Make resources available to facilitate implementation of activities giving attention to improved management of coral reefs	No. activities being implemented to include attention to improved management of coral reefs. No. countries participating in activities giving attention to improved management of coral reefs	2020	2022	21,345		**Risks:** Member States do not prioritise the resources for implementation **Assumptions:** Member States have prioritised the resources for implementation **Risk Mitigation** CRFM to promote implementation of its agreed instruments and to follow up with countries about the priority of implementation	**Lead:** CRFM (Budget for staff time) **Supporting:**	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
F3-5 GCF concept note [CCCFP-PoA: 12.6 & 18.6] (PMFMD) 1. Finalize and seek approval of project proposal to: a) Support reduction of potential and real damage to fisheries(-related) infrastructure caused by sea level rise and increased sea surges b) Support improving ability of fisheries(-related) infrastructure to withstand the expected impacts of climate change c) Support increased utilization of value chain approaches to development of fisheries products **Member State Actions:** Respond to request(s) for relevant information in a timely manner Facilitate engagement of key personnel at national level in discussions related to design and development of project concepts Facilitate the submission of requisite No Objections to support approval of project concepts and proposal development	Number of (revised) concept notes developed in alignment with CCCFP to foster resilience in the fisheries sector, for (re-)submission to Green Climate Fund (1 SAP Concept and 1 full proposal concept)	Jan 2020	Jun 2020	21,345	113,000 CCCCC	**Risks:** Requisite number of No Objections not received in a timely manner **Assumptions** Member States remain committed to increasing resilience of the fisheries sector to climate change **Risk mitigation** Member States fisheries agencies and National Designated Authorities actively involved in development of revised concept notes	**Lead:** CCCCC **Support:** CRFM GCF National Designated Authorities National Fisheries Agencies National Climate Change Entities	

NAME OF INSTITUTION:	CRFM
IMPLEMENTATION PERIOD:	2020 – 2022
HIGH LEVEL ALIGNMENT: **CRFM Second Strategic Plan 2013-2021** **CARICOM STRATEGIC PRORITY:**	(i) Economic Resilience (ii) Environmental Resilience
ULTIMATE OUTCOME(S):	**CARICOM**: (i) Sustainable economic growth for all CARICOM Member States

	(ii) Reduced environmental vulnerability **CRFM**: Effective, accountable and inclusive institutions
CRFM STRATEGIC OBJECTIVE:	Capacity building and institutional strengthening
SUSTAINABLE DEVELOPMENT GOAL(S):	8 - Decent work and economic growth, 14- Life below water, 17 - Partnerships

BUDGET FOR 2020 - 2022

BUDGET SOURCE	**BUDGET AMOUNT**
CORE	**US$213,445**
INTERNATIONAL DEVELOPMENT PARTNERS	**US$619,391**
TOTAL BUDGET FOR 2020-2022	**US$832,836**

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
CARICOM Strategic and enabling Priority (ies): (i) Economic Resilience (ii) Environmental Resilience								
Ultimate Outcomes: **CARICOM-** (i) Sustainable economic growth for all CARICOM Member States (ii) Reduced environmental vulnerability **CRFM-** Effective, accountable and inclusive institutions								
SDGs: 8 - Decent work and economic growth, 14- Life below water, 17 - Partnerships								
CRFM Strategic Objective: Capacity building and institutional strengthening								
Intermediate Outcomes: **CARICOM -** (i) 1.4 – Increased competitiveness of key economic sectors to drive the transition to growth (ii) 3.3 – Sustainable use of environmental and natural resources across the region **CRFM -** 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.							
Immediate Outcomes: **CARICOM -** (i) 1.4.4 – Improved capacity for agricultural sector development (ii) 3.3.2 – Increased capacity to manage and conserve the marine and terrestrial resources and related ecosystems in the Caribbean region **CRFM -**								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
G1 – Fisheries governance is benefiting from strengthened national fisheries administrations and other supporting institutional frameworks.								
Outputs: **CARICOM -** (i) 1.4.4.3 – Common Fisheries Policy implemented (ii) 3.3.2.2 – CARICOM Common Fisheries Policy implemented (ii) 3.3.2.7 – Support provided to Member States to undertake activities to enable the conservation and sustainable use of their maritime areas and associated resources **CRFM -** (i) Capacity-building activities implemented via training activities delivered under inter-agency MOU implementation arrangements								
G1-1 CRFM inter-agency MOU implementation for capacity building & institutional strengthening [CCCFP-PoA: 19] (All staff) 1. Facilitate implementation of agreed arrangements. 2. Coordinate capacity building efforts under the various MOUs established for this purpose, e.g. MOUS with IOI, UNU-FTP, ANCORS (University of Wollongong), and UF. This includes extensive administration support such as recruitment of potential trainees (announcements, candidate screening and selection), coordinated development of course curricula, and sourcing of regional trainers for region-based courses. In the next few years, training priorities will be linked to priorities identified in the CRFM fisheries and aquaculture research agenda, especially,	This is a routine activity of the CRFM, supported by partner institutions Scholarships by FTP under UNESCO, UF and IOI are provided annually, and determined through a candidate application and interview/ evaluation process (No. candidates trained annually) MOUs are kept updated, based on the interests of the parties concerned. (No. active MOUs)	2020	2022	42,689		**Risks:** Member States do not share the information with fisheries related agencies as well **Assumptions** Member States maximize these opportunities to have suitable employees trained and also employees from other ministries providing important contributions to fisheries management work, so maximum and more holistic benefits could be derived on candidates' return to home countries **Risk mitigation** CRFM will continue to advertise the capacity building opportunities, and to promote understanding of the relevance and importance of including other	**Lead:** FTP under UNESCO, UF, IOI (Budgets include the amount of the scholarships, and travel expenses) **Supporting:** CRFM	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
value chain development, climate change impact evaluation and knowledge and information management. 3. Keep present MOUs under review, and prepare implementation reports. 4. Monitor and report on implementation of capacity building activities 5. Maintain a record of outputs from MOU-related capacity-building activities. 6. Keep under review opportunities to expand opportunities for capacity building at all level of the fisheries management framework. **Member States Action:** Facilitate applications by suitable candidates, and provide guidance and material to inform the content of their training Request and submit training reports from participants						ministries that need to provide important contributions to fisheries management work.		
CARICOM Strategic and enabling Priority (ies): (i) Economic Resilience (ii) Environmental Resilience								
Ultimate Outcomes: **CARICOM-** (i) Sustainable economic growth for all CARICOM Member States (ii) Reduced environmental vulnerability								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
CRFM- Effective, accountable and inclusive institutions								
SDGs: 8 - Decent work and economic growth, 14- Life below water, 17 - Partnerships								
CRFM Strategic Objective: Capacity building and institutional strengthening								
Intermediate Outcomes: **CARICOM -** (i) 1.4 – Increased competitiveness of key economic sectors to drive the transition to growth (ii) 3.3 – Sustainable use of environmental and natural resources across the region **CRFM -** 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.								
Immediate Outcomes: **CARICOM -** (i) 1.4.4 – Improved capacity for agricultural sector development (ii) 3.3.2 – Increased capacity to manage and conserve the marine and terrestrial resources and related ecosystems in the Caribbean region **CRFM -** **G2** – Fisherfolk organizations and their representatives are competent and capable to collaborate and participate actively in fisheries management and conservation processes at local, national and regional level. & **G5** – Small and Medium Enterprises (SMEs) active in the fisheries sector in the CRFM member states have business plans and access to micro-finance, credit and investment facilities.								
Outputs: **CARICOM -** (i) 1.4.4.3 – Common Fisheries Policy implemented (ii) 3.3.2.2 – CARICOM Common Fisheries Policy implemented								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
(iii) 3.3.2.7 – Support provided to Member States to undertake activities to enable the conservation and sustainable use of their maritime areas and associated resources **CRFM –** (i) Capacity-building activities implemented via training activities delivered under CC4FISH and Stewardfish project implementation arrangements								
G2/G5-1 CNFO / Fisherfolk Development [CCCFP-PoA: 10.1-10.3] (ED, PMFMD, PMRRA & SIA) 1. Activity details provided under Strategic Objectives C and D. 2. Also, continued support for implementation of Fisheries Early Warning and Emergency Response System under CRFM-CDEMA MOU. 3. Continued support for capacity building in co-management with CARIFICO follow-up project. **Member States Action:** Facilitate utility of FEWER via inter-agency MOUs and promotion to fishing community at appropriate level and frequency Facilitate investments to adopt and implement processes for a co-management approach	1. Provide technical support for CDEMA uptake of Fisheries Early Warning and Emergency Response (FEWER) ICT Solution (No. FEWER users; Level of support provided; FEWER adoption by CDEMA) 2. JICA con-management follow-up project implemented (No. of Member States participating; No. and types of activities). 3. Fisheries co-management approaches promoted in 6 OECS countries. 4. Lessons and achievements in co-management shared with all CRFM states (No, of lessons and best practices documented)	2020	2022	42,689	60,000 PPCR, JICA	**Risks:** Member States do not finalize the country-level arrangements for further development of the follow-up FEWER activities Member States' policies and legislative frameworks do not support a co-management approach **Assumptions** Member countries have prioritized use of FEWER, and so have a long-term commitment Member States' policies and legislative frameworks support a co-management approach **Risk mitigation** CRFM and project partners to keep countries informed of the relevance and importance of the activities, and to provide support for country-level implementation and long-term commitment. CRFM to provide technical and advisory support to improve understanding of the need for Member States to invest in the co-management approach and	**Lead:** UWI & CDEMA (PPCR), JICA **Supporting:** CRFM	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
						implementation of the CCCFP which supports co-management.		
G2/G5-2 CC4FISH [CCCFP-PoA: 10.13/10.14 & 20.9] (PMRRA & SIA) 1. Assess the potential of national frameworks (feasibility study) to adopt new processing and marketing opportunities in order to add value and increase economic resilience in response to climate change in Trinidad and Tobago & Grenada. The assessment would be done using a value chain approach. 2. Identify key commercial and underutilized species with potential for increased socio-economic benefits through full utilization in the post-harvest sector. 3. Evaluate potential measures including processing methods best suited for the identified species and methods for utilization of fish waste. 4. Develop business proposals to facilitate optimum utilization of the key species identified and implement the proposals in Trinidad and Tobago & Grenada on a phased basis as appropriate.	Report of Feasibility Study to adopt new processing and marketing opportunities in order to add value and increase economic resilience in response to climate change in Trinidad and Tobago and Grenada Identification of species with potential for increased socio-economic benefits in Trinidad and Tobago and Grenada. 2 Business proposals developed to utilization under-utilized species in Trinidad and Tobago and Grenada.	2015	2020	42,689	95,000 - Global Environment Facility/ Special Climate Change Fund FAO project ID: 621550 GEF/LDCF/ SCCF Project ID: 5667	**Risks:** Trinidad and Tobago and Grenada have insufficient human and financial resources to facilitate engagement of key personnel in activities related to the Feasibility Study and development of Business Proposals, as well as to implement the recommendations from the Feasibility Study and Business Proposals. **Assumptions:** Member States have prioritized investment to facilitate activities related to the Feasibility Study and development of Business Proposals as well as to implement recommendations from the Study and Business Proposals. **Risk mitigation:** CRFM will provide technical and advisory support to Member States to prepare for and participate in the in activities related to the Feasibility Study and development	**Lead:** **FAO** (Budget is taken from Project document) **Supporting:** **CRFM**	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
Member States Action: 1. Facilitate engagement of key personnel at national level in activities related to the Feasibility Study and Business Proposals. 2. Review the draft Report of Feasibility Study and provide feedback/comments in a timely manner 3. Facilitate utility of Business Proposals and Feasibility Study at appropriate level and frequency 4. Assist in identifying and facilitating the participation of fishers and other stakeholders in training exercises related to the Business Proposal.						of Business Proposals, as well as to implement the recommendations from the Feasibility Study and Business Proposals.		
CARICOM Strategic and enabling Priority (ies): (i) Economic Resilience (ii) Environmental Resilience								
Ultimate Outcomes: **CARICOM-** (i) Sustainable economic growth for all CARICOM Member States (ii) Reduced environmental vulnerability **CRFM-** Effective, accountable and inclusive institutions								
SDGs: 8 - Decent work and economic growth, 14- Life below water, 17 - Partnerships								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
CRFM Strategic Objective: Capacity building and institutional strengthening								
Intermediate Outcomes: **CARICOM -** (i) 1.4 – Increased competitiveness of key economic sectors to drive the transition to growth (ii) 3.3 – Sustainable use of environmental and natural resources across the region **CRFM -** 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.								
Immediate Outcomes: **CARICOM -** (i) 1.4.4 – Improved capacity for agricultural sector development (ii) 3.3.2 – Increased capacity to manage and conserve the marine and terrestrial resources and related ecosystems in the Caribbean region **CRFM -** **G3** – Dedicated fisheries skills development programmes designed and implemented at national and regional level through strengthened fisheries extension services. & **G4** – CRFM member countries and stakeholders have access to formal fisheries and aquaculture education programmes designed and implemented at CARICOM level.								
Outputs: **CARICOM -** (i) 1.4.4.3 – Common Fisheries Policy implemented (ii) 3.3.2.2 – CARICOM Common Fisheries Policy implemented (iv) 3.3.2.7 – Support provided to Member States to undertake activities to enable the conservation and sustainable use of their maritime areas and associated resources **CRFM –** (i) Capacity-building activities implemented via training activities delivered under inter-agency MOU and Norwegian project and PPCR post-project implementation arrangements								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
G3/G4-1 CRFM inter-agency MOU implementation for capacity building & institutional strengthening [CCCFP-PoA: 19] (all staff) 1. Same as for G1-1. **Member State Actions:** Facilitate applications by suitable candidates, and provide guidance and material to inform the content of their training Request and submit training reports from participants	This is a routine activity of the CRFM, supported by partner institutions Scholarships by FTP under UNESCO, UF and IOI are provided annually, and determined through a candidate application and interview/ evaluation process (No. candidates trained annually) MOUs are kept updated, based on the interests of the parties concerned. (No. active MOUs)	2020	2022	42,689	204,926 - FTP under UNESCO, UF, IOI	**Risks:** Member States do not share the information with fisheries related agencies as well **Assumptions** Member States maximize these opportunities to have suitable employees trained and also employees from other ministries providing important contributions to fisheries management work, so maximum and more holistic benefits could be derived on candidates' return to home countries **Risk mitigation** CRFM will continue to advertise the capacity building opportunities, and to promote understanding of the relevance and importance of including other ministries that need to provide important contributions to fisheries management work.	**Lead:** FTP under UNESCO, UF, IOI (Budgets include the amount of the scholarships, and travel expenses) **Supporting:** CRFM	
G3/G4-3 Norwegian sponsored project Strengthening evidence based decision-making in CARICOM fisheries [CCCFP-PoA: 11.5/7] (ED, DED, PMFMD & PMRRA) 1. Create/develop a CRFM adapted template for new methodology for	Template for new methodology for collecting fisheries data Training Needs Assessment Report and Plan	April 2020	March 2022	42,689	259,465 - Norwegian Government	**Risks:** Member States do not have formal procedures in place to support the activities listed. Member States are unable to reallocate staff time to training activities. **Assumptions:**	**Lead:** Norwegian Government (Budget from project document)	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
collecting fisheries data. 2. Undertake a detailed oversight on existing capacities and competences and a training needs plan with regards to research and management capacity of the region; 3. Train Fisheries Officers from two or three of the CRFM-Member States in fisheries data collection; 4. Train Fisheries Officers/scientific staff from two or three of the CRFM-Member States inn requirements for and methods of stock assessment and its application in management; and 5. Build research and management capacity of staff of fisheries divisions in Caribbean Countries. **Member State Actions:** 1. Support the design and development of new methodology for collecting fisheries data. 2. Review draft Training Needs Assessment Report and Plan and provide feedback/comments in a timely manner 3. Assist in identifying and facilitating the participation of Fisheries Staff in training exercises 4. Make the relevant investments to utilize candidates' skills following	3 Fisheries Officers trained in fisheries data collection 3 Fisheries Officers trained in requirements for and methods of stock assessment and its application in management (agreed data collection template; no. fisheries officers trained; no. countries participating)					Member States will put in place mechanisms to support the activities listed. Member States are able to reallocate staff time to training activities. **Risk mitigation** Set up formal channels of communication for information transfer, and document uses of the information products generated CRFM will also promote the importance of prioritization of fisheries data collection management and analysis to provide information for fisheries management decision making.	**Supporting:** CRFM	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
training								

BIENNIAL WORK PROGRAMME AND BUDGET – APRIL 2020- MARCH 2022

NAME OF INSTITUTION:	CRFM
IMPLEMENTATION PERIOD:	2020 – 2022
HIGH LEVEL ALIGNMENT: **Community Strategic Plan** **CARICOM STRATEGIC AND ENABLING PRIORITIES:**	(i) Environmental Resilience (ii) Strengthening the CARICOM Identity and Spirit of Community (iii) Strengthening Community Governance (iv) Coordinated Foreign and External Relations
ULTIMATE OUTCOME(S):	**CARICOM**: (i) Reduced environmental vulnerability (ii) An integrated community with equity for all (iii) CARICOM is favourably positioned in the global arena **CRFM**: Effective partnerships in finance, trade, technology, capacity-building and systemic issues
CRFM STRATEGIC OBJECTIVE:	Effective collaboration with member states and stakeholders
SUSTAINABLE DEVELOPMENT GOAL(S):	14 – Life below water, 17 - Partnerships

BUDGET FOR 2020 - 2022

BUDGET SOURCE	**BUDGET AMOUNT**
CORE	**US$341,512**
INTERNATIONAL DEVELOPMENT PARTNERS	**US$0**
TOTAL BUDGET FOR 2020-2022	**US$341,512**

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
CARICOM Strategic and enabling Priority (ies): (i) Environmental Resilience (ii) Strengthening Community Governance								
Ultimate Outcomes: **CARICOM-** (i) Reduced environmental vulnerability (ii) An integrated community with equity for all **CRFM-** Effective partnerships in finance, trade, technology, capacity-building and systemic issues								
SDGs: 14 – Life below water, 17 - Partnerships								
CRFM Strategic Objective: Effective collaboration with member states and stakeholders								
Intermediate Outcomes: **CARICOM -** (i) 3.3 - Sustainable use of environmental and natural resources across the region (ii) 6.1 – Strengthened community governance and accountability **CRFM -** 1. Further strengthened CRFM collaboration and partnership network. 2. Continued strengthening of organizational partnership arrangements for policy, planning and coordination.								
Immediate Outcomes: **CARICOM -** (i) 3.3.2 – Increased capacity to manage and conserve the marine and terrestrial resources and related ecosystems in the Caribbean region (ii) 6.1.2 – Improved organizational (institutional) capacity of community institutions to efficiently and effectively carry out their mandates (iii) 6.1.3 – Increased enforcement of the community law or rules-based system which governs the functions of the Community **CRFM -**								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
H1 – Effective programme and project development that addresses CRFM members needs and priorities, accompanied by efficient resource mobilization, monitoring, implementation and reporting mechanisms. & **H2** – The process of provision of fisheries management advice is streamlined within the CRFM structure. & **H7** – Effective direction of CRFM by the Ministerial Council and Fisheries Forum through improved governance, conflict resolution capacity and oversight.								
Outputs: **CARICOM -** (i) 3.3.2.1 – Initiatives to enhance regional governance arrangements for the protection of the marine environment and marine biodiversity implemented (ii) 3.3.2.2 – CARICOM Common Fisheries Policy implemented (iii) 6.1.2.1 – Harmonised governance arrangement for the Community institutions developed and implemented (iv) 6.1.2.2 – Review of the Community Institutions undertaken to rationalize functions, services and enhance efficiency (v) 6.1.3.2 – Results based management approach institutionalized and utilized within the Community **CRFM –** (i) CARICOM Common Fisheries Policy implemented (ii) CRFM RBM Policy and System implemented (iii) CRFM Strategic and work planning processes follow good governance practices (iv) CRFM regional governance arrangements are harmonized, efficient and effective								
H1/H2/H7-1 Meetings of the CRFM Ministerial Council, Caribbean Fisheries Forum, and the Executive Committee of the Caribbean Fisheries Forum [CCCFP-PoA: 7 & 8] (All staff) 1. Plan, prepare for and conduct meetings on a regular basis as required, and prepare the relevant meeting reports. 2. Prepare meeting documentation, including annual national reports to be prepared by Member States. 3. Keep under review the impact of these	This is a routine and core-funded activity of the CRFM The CRFM Bodies hold an annual meeting each. The Ministerial Council often holds a special meeting during CWA. Ministerial Council reports to COTED on decisions taken at its meetings. (No. meetings held; no. meeting reports)	2020	2022	27,689		**Risks:** Member States do not prepare adequately for meetings Member States do not participate in the meetings **Assumptions** Member States review meeting documentation, and are fully prepared to take informed decisions Member States consider meeting participation as high priority	**Lead:** CRFM **Supporting:** Consistent observer delegations to Forum meetings include OECS, CARICOM, CNFO, and UWI	CARICOM

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
activities on programme and project development. **Member States Action:** Prepare national reports for submission to annual Forum meeting Review meeting documentation, and engage stakeholders and sectoral partners in meeting preparations Facilitate participation of national delegates in the meetings						**Risk mitigation** CRFM consults with Member States to ensure that the meetings address the high priority issues of interest to Member States. This will promote better engagement and information exchange for strategic decision- making.		
H1/H2/H7-2 Resource Mobilization Committee, Senior Manager's Committee, Business Committee, Technical Team [CCCFP-PoA: 7 & 8.1, 8.6] (All staff) 1. Coordinate and convene meetings on a regular basis as required, and prepare the relevant meeting reports. 2. Keep under review the impact of these activities on programme and project development. **Member States Action:** Facilitate participation by key personnel in meetings of the Resource Mobilization	This is a routine and core-funded activity of the CRFM Meetings are currently held on an ad hoc basis (No. meetings held; no. meeting reports)	2020	2022	27,689		**Risks:** Member States are unable to give time for inter-sessional activities of the Resource Mobilization Committee Secretariat teams cannot function effectively according to their mandate **Assumptions** Resource Mobilization is a high priority activity for the CRFM Secretariat teams can function effectively according to their mandate **Risk mitigation** CRFM management of its teams, and	**Lead:** CRFM **Supporting:**	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
Committee						regular communications with the members of the Resource Mobilization Committee		
<u>H1/H2/H7-3 CRFM Strategic Review</u> [CCCFP-PoA: 8.1] (All staff) 1. Facilitate a strategic review of CRFM in collaboration with CARICOM (CARICOM Strategic Review Process), taking into account COTED decision identifying the CRFM as the Competent Agency to implement the CCCFP as well as other relevant international and regional developments. 2. Use the results of the Strategic Review to identify functional, institutional and organizational reforms including amendments to the constitutive agreement that may be considered necessary to efficiently and effectively achieve the objectives of the organization. The review will also address efficacy of the fiduciary and procurement systems and resource requirements, including financial and human skill sets based on the current and emerging priorities. **Member States Action:** Facilitate participation by key stakeholders in	The Strategic Review involves review of documentation, as well as country visits and surveys. (Reports available; reports of CRFM decisions concerning the recommendations of the Review)	2020	2020	45,000		**Risks:** Member States' recommendations are presented and documented accurately **Assumptions** Good management of the activity by the consultants **Risk mitigation** CRFM Secretariat and Forum to provide clear supervision and leadership for the activity	**Lead:** CRFM **Supporting:**	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
the country consultations and surveys								
H1/H2/H7-4 CRFM Strategic Plan and Work Plans [CCCFP-PoA: 7 & 8] (All staff) 1. Prepare Third Strategic Plan, as well as update Operations Manual and other policy documents on completion of Strategic Review. 2. Preparation of biennial work plans, and of annual updates for review and approval by the Forum and Council. 3. Adoption and implementation of CRFM RBM Policy NB – Activities given in previous sections are also relevant to this result, as follows: a. H21/H2/H7-1Meetings of the CRFM Ministerial Council, Caribbean Fisheries Forum, and the Executive Committee of the Caribbean Fisheries Forum b. H1/H2/H7-2 Resource Mobilization Committee, Senior Manager's Committee, Business Committee, Technical Team. c. H1/H2/H7-3 CRFM Strategic Review **Member States Action:**	This is a core-funded and routine activity of the CRFM 1. CRFM RBM Policy in effect (Endorsement of policy; level of implementation) 2. Biennial work plan is prepared and monitored using adopted CARICOM RBM tools. (Finalized work plan, level of usage of RBM tools) 3. Prepare written contributions for CARICOM work planning process. (level of usage of RBM tools)	2020	2022	27,689		**Risks:** Member States do not complementary support for the RBM policy implementation **Assumptions** Member States are able to provide the resources for complementary supporting activities **Risk mitigation** CRFM to keep countries informed of the relevance and importance of the RBM Policy and process	**Lead:** CRFM **Supporting:**	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
Provide data and information to inform CRFM Strategic and work planning process, and population of Performance measurement framework								
CARICOM Strategic and enabling Priority (ies): (i) Strengthening the CARICOM Identity and Spirit of Community								
Ultimate Outcomes: **CARICOM-** (i) An integrated community with equity for all **CRFM-** Effective partnerships in finance, trade, technology, capacity-building and systemic issues								
SDGs: 14 – Life below water, 17 - Partnerships								
CRFM Strategic Objective: Effective collaboration with member states and stakeholders								
Intermediate Outcomes: **CARICOM -** (i) 5.1 – Increased stakeholder engagement/ participation in the regional integration process **CRFM -** 1. Further strengthened CRFM collaboration and partnership network. 2. Continued strengthening of organizational partnership arrangements for policy, planning and coordination.								
Immediate Outcomes: **CARICOM -** (i) 5.1.1 – Strengthened communications among all the CARICOM entities – Organs, Bodies, Institutions and Member States to raise awareness about CARICOM and the regional integration agenda **CRFM -**								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
H3 –The CRFM Communication Strategy is effectively implemented, addressing communication and information needs of CRFM members, Secretariat and other stakeholders.								
Outputs: **CARICOM -** (i) 5.1.1.2 – Communications network across CCS, Member States and institutions and partners in media established **CRFM -** (i) CRFM Communications Strategy effectively implemented								
H3 -1 Implement CRFM Communication Strategy [CCCFP-PoA: 16.6, 17] (All staff) 1. General daily oversight and quality control for implementation of CRFM Communications Strategy, including management of information dissemination. 2. Maintain and expand management and usage of CRFM website and management of regional e-groups, including preparation of press releases, management of CRFM social media services. 3. Maintain and strengthen CRFM Publication Series. 4. Strengthen participation in international e-groups. Promote and build capacity to increase use of ICT tools to share information and improve communication. **Member States Action:**	The CRFM website is regularly updated with new communication products and publications. The CRFM social media and D-groups are furnished with new material on a regular basis (No. communication products; level of usage)	2020	2022	42,689		**Risks:** Member States do not make use of the available communication tools and social media to build support for fisheries work **Assumptions:** Outreach is a priority for all parties **Risk Mitigation** CRFM strives to ensure that communication material is engaging and speaks to the issues of concern to countries	**Lead:** CRFM **Supporting:**	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
Support implementation of Strategy and promote use of communication tools by national stakeholders								

CARICOM Strategic and enabling Priority (ies):
(i) Environmental Resilience
(ii) Coordinated Foreign and External Relations

Ultimate Outcomes:
CARICOM-
(i) Reduced environmental vulnerability
(ii) CARICOM is favourably positioned in the global arena

CRFM- Effective partnerships in finance, trade, technology, capacity-building and systemic issues

SDGs: 14 – Life below water, 17 - Partnerships

CRFM Strategic Objective: Effective collaboration with member states and stakeholders

Intermediate Outcomes:
CARICOM -
(i) 3.3 - Sustainable use of environmental and natural resources across the region
(ii) 7.2 – Improved external/ international relationships to advance the development of the region

CRFM -
1. Further strengthened CRFM collaboration and partnership network.
2. Continued strengthening of organizational partnership arrangements for policy, planning and coordination.

Immediate Outcomes:
CARICOM -
(i) 3.3.2 – Increased capacity to manage and conserve the marine and terrestrial resources and related ecosystems in the Caribbean region
(ii) 7.2.1 – Increased opportunities for cooperation with third countries and groups to implement CARICOM positions and initiatives

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
CRFM - **H4** – The joint CRFM-OSPESCA Action Plan and other key partnerships and alliances that contribute to and complement the CRFM work are implemented effectively.								
Outputs: **CARICOM -** (i) 3.3.2.1 – Initiatives to enhance regional governance arrangements for the protection of the marine environment and marine biodiversity implemented (ii) 3.3.2.2 – CARICOM Common Fisheries Policy implemented (iii) 7.2.1.1 – Mechanisms for regular dialogue with third countries and groups established **CRFM –** (i) Implementation of CRFM-OSPESCA Joint Action Plan advanced through confirmed donor support and continued joint activities								
H4-1 CRFM-OSPESCA Action Plan [CCCFP-PoA: 8.1/2/3/5, 19] (ED, DED, PMs) 1. Implement updated Joint Action Plan and prepare relevant implementation evaluation reports to facilitate review and update of the partnership. NB – Activities given in previous sections are also relevant to this result, as follows: a. Section C & D – Inter-agency MOUs; Enhancing fisheries governance activities, Participation in ICCAT Commission activities. b. Section G- CRFM inter-agency MOU implementation for capacity building & institutional strengthening. **Member State Actions:**	Action Plan is implemented via project support (No. joint initiatives being undertaken)	2020	2022	42,689		**Risks:** Loss of ongoing donor support could cause delays in implementation of Joint Action Plan **Assumptions:** The Joint Action Plan is a priority for both regional fisheries bodies **Risk Mitigation** The CLME+ SAP Interim Coordination Mechanism and its successor to provide follow up support for the Joint Action Plan. Both regional fisheries bodies to collaborate in developing a common position for acquiring donor support for the Joint Action Plan.	**Lead:** CRFM, OSPESCA **Supporting:** CLME+ SAP Interim Coordination Mechanism	CARICOM, UWI

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
Facilitate availability of key experts for successful implementation of activities included in the Joint Action Plan Provide data and information to inform project proposals for donor support								
CARICOM Strategic and enabling Priority (ies): (i) Environmental Resilience (ii) Coordinated Foreign and External Relations								
Ultimate Outcomes: **CARICOM-** (i) Reduced environmental vulnerability (ii) CARICOM is favourably positioned in the global arena **CRFM-** Effective partnerships in finance, trade, technology, capacity-building and systemic issues								
SDGs: 14 – Life below water, 17 - Partnerships								
CRFM Strategic Objective: Effective collaboration with member states and stakeholders								
Intermediate Outcomes: **CARICOM -** (i) 3.3 - Sustainable use of environmental and natural resources across the region (ii) 7.2 – Improved external/ international relationships to advance the development of the region **CRFM -** 1. Further strengthened CRFM collaboration and partnership network. 2. Continued strengthening of organizational partnership arrangements for policy, planning and coordination.								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
Immediate Outcomes: **CARICOM -** (i) 3.3.2 – Increased capacity to manage and conserve the marine and terrestrial resources and related ecosystems in the Caribbean region (ii) 7.2.1 – Increased opportunities for cooperation with third countries and groups to implement CARICOM positions and initiatives **CRFM -** **H5** – The Caribbean Large Marine Ecosystem (CLME+) Strategic Action Programme (SAP) is implemented actively by the CRFM.								
Outputs: **CARICOM -** (i) 3.3.2.1 – Initiatives to enhance regional governance arrangements for the protection of the marine environment and marine biodiversity implemented (ii) 3.3.2.2 – CARICOM Common Fisheries Policy implemented (iii) 3.3.2.6 – CLME+ project and SPAW and LBS protocols implemented (iv) 7.2.1.1 – Mechanisms for regular dialogue with third countries and groups established **CRFM –** (i) CLME+ project implemented and mainstreaming of project aims advanced								
H5-1 Follow-up support for the CLME Strategic Action Programme (SAP) [CCCFP-PoA: 8.2, 8.3, 19] (ED, DED, PMs) Continue to fulfill obligations as partner in agreed arrangements for regional CLME cooperation in fisheries and ocean governance, using arrangements put in place by CLME+ project. Also participate in Blue Economy Project – CLME+ - convene inception workshop, and prepare project document	Provide resources for CRFM participation in interim inter-agency governance mechanism and keep implementation under review. (No. and level of stakeholder engagement activities; Level of cooperation; Level of performance of interim mechanism). Convene inception workshop and prepare project document for submission to GEF for BE-CLME+, and obtain approval to advance implementation	2020	2022	42,689		**Risks:** Governance mechanisms proposed are not effectively supported by inter-agency cooperation and by Member States **Assumptions** The relevant agencies and Member States know their needs for regional cooperation in fisheries management and ocean governance, and are committed to ensure its success **Risk mitigation** The regional lead agencies facilitate transparent negotiations and equitable	**Lead:** CLME+ (UNEP) and WECAFC **Supporting:** CRFM	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
Member State Actions: Facilitate engagement of key personnel at national level in consultations to prepare for the negotiations, supported by relevant documentation of the issues at hand. Active participation of key personnel in the relevant fora and strive to identify united regional approach in advocacy efforts						treatment of the issues so as to ensure that the final arrangements enjoy maximum possible support by the parties concerned		
CARICOM Strategic and enabling Priority (ies): (i) Coordinated Foreign and External Relations								
Ultimate Outcomes: **CARICOM-** (i) CARICOM is favourably positioned in the global arena **CRFM-** Effective partnerships in finance, trade, technology, capacity-building and systemic issues								
SDGs: 17 - Partnerships								
CRFM Strategic Objective: Effective collaboration with member states and stakeholders								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
Intermediate Outcomes: **CARICOM -** (i) 7.1 – Increased adoption of Community positions on major hemispheric and international issues **CRFM -** 1. Further strengthened CRFM collaboration and partnership network. 2. Continued strengthening of organizational partnership arrangements for policy, planning and coordination.								
Immediate Outcomes: **CARICOM -** (i) 7.1.2 – Increased capacity to represent the positions/ interests of the CARICOM in inter-governmental organizations **CRFM -** **H6** – The presence of CRFM at ICCAT sessions and in ICCAT decision making processes has significantly increased. & **H8** – Enhanced representation of CRFM countries in regional/international for a (ICCAT, UNCLOS, COFI) and events through its members or the Secretariat.								
Outputs: **CARICOM -** (i) 7.1.2.1 – Mechanisms for regular engagement by CARICOM and its Member States with inter-governmental organizations enabled **CRFM –** (i) Regional and national fisheries interests represented at ICCAT and other international fora								
<u>H6/H8-1 – Enhanced representation of CRFM countries in ICCAT and international fora and events through its members or the Secretariat</u> [CCCFP-PoA: 8.2, 8.3, 19] (ED, DED,PMs) 1. Monitor and identify international fora and events requiring CRFM representation. 2. Plan and prepare for regional	1. Coordinate activities and meetings to build awareness of issues of concern (no. activities; meeting reports) 2. Provide support for developing national and regional positions and response actions (no. activity reports; no. working documents/ position papers) 3. Coordinate review of ICCAT	2020	2022	85,378		**Risks:** Insufficient allocation of resources by Member States for coordinating national participation and cooperation **Assumptions:** Member States are aware of the importance of engaging in decision-making meetings at the international level	**Lead:** CRFM (Budget allocated for staff time and travel) **Supporting:** CARICOM	CARICOM

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
representation including development of briefs and position papers, and coordinating member States' participation at technical and policy levels as appropriate. 3. Prepare meeting participation reports and present to stakeholders, member States and meetings of the Forum and Council, as required. 4. Strengthen cooperation and collaboration with UN Environment to ensure better integration and coherency in measures aimed at fisheries and marine biodiversity management and protection of the marine environment and ecosystems. 5. Involvement in the CWA and various related initiatives. NB – Activities given in previous sections are also relevant to this result, as follows: a. Section B – Participation in ICCAT SCRS activities; b. Sections C & D – Participation in ICCAT Commission activities. **Member State Actions:** Allocate sufficient resources for coordinating national participation and cooperation Facilitate implementation of agreed measures and recommendations	Commission's work 4. Convene meetings of CRFM PWG to review and discuss ICCAT Commission activities and recommendations (No. of meetings) 5. Coordinate contributions to COTED (Agriculture) meetings at CWA (No. contributions)					**Risk Mitigation** CRFM uses its meeting space to continue to promote the importance of engaging in decision-making meetings at the international level		

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
Document national activities undertaken Facilitate a multi-disciplinary team to manage and to coordinate country-level positions								

BIENNIAL WORK PROGRAMME AND BUDGET – APRIL 2020- MARCH 2022

NAME OF INSTITUTION:	CRFM
IMPLEMENTATION PERIOD:	2020 – 2022
HIGH LEVEL ALIGNMENT: **Community Strategic Plan** **CARICOM STRATEGIC PRIORITY:**	(i) Strengthening Community Governance
ULTIMATE OUTCOME(S):	**CARICOM -** (i) An integrated community with equity for all **CRFM** - An effective, accountable, and inclusive institution
CRFM STRATEGIC OBJECTIVE:	Efficient and Effective Administration
SUSTAINABLE DEVELOPMENT GOAL(S):	17 - Partnerships

BUDGET FOR 2020- 2022

BUDGET SOURCE	**BUDGET AMOUNT**
CORE	**US$256,130**
INTERNATIONAL DEVELOPMENT PARTNERS	**US$0.00**
TOTAL BUDGET FOR 2020 - 2022	**US$256,130**

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
CARICOM Strategic and enabling Priority (ies): (i) Strengthening Community Governance								
Ultimate Outcomes: **CARICOM-** (i) An integrated community with equity for all **CRFM-** An effective, accountable, and inclusive institution								
SDGs: 17 - Partnerships								
CRFM Strategic Objective: Efficient and Effective Administration								
Intermediate Outcomes: **CARICOM -** (i) 6.1 – Strengthened community governance and accountability **CRFM -** 1. Further improved administrative services that meet major international donor standards. 2. Further improved financial management of inputs. 3. Improved human resource management, which satisfies fully all international standards.								
Immediate Outcomes: **CARICOM -** (i) 6.1.2 – Improved organizational (institutional) capacity of community institutions to efficiently and effectively carry out their mandates **CRFM -** **I1** – CRFM Member States are paying their annual contributions to CRFM in a timely manner, encouraged by the achievements, successes and benefits of CRFM membership and by the sanctions in the CRFM Agreement for non-payment of the contributions.								
Outputs: **CARICOM -** (i) 6.1.2.1 – Harmonised governance arrangement for the Community Institutions developed and implemented								

Caribbean Regional Fisheries Mechanism

BIENNIAL WORK PROGRAMME AND BUDGET – APRIL 2020- MARCH 2022

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
CRFM – (i) CRFM financial stability managed								
1. Keep Member States updated on their contribution balances. 2. Provide updates on CRFM achievements and benefits to the region at Forum meetings and other regional initiatives. **Member States Action:** Facilitate payment of membership contributions Prepare reports of CRFM benefits for inter-ministerial committees	1. Manage CRFM membership contributions(No. and amount of membership contributions) 2. Account for benefits received (No. Member States receiving benefits by activity)	2020	2022	42,689		**Risks:** Membership contributions arrears not managed **Assumptions** Member States receive benefits, and are therefore willing to make their annual membership contributions to sustain the services of the CRFM **Risk mitigation** CRFM to provide information on Membership benefits on regular basis. CRFM to use information and communications products to build awareness of its essential role to its membership	**Lead:** CRFM **Supporting:**	
CARICOM Strategic and enabling Priority (ies): (i) Strengthening Community Governance								
Ultimate Outcomes: **CARICOM-** (i) An integrated community with equity for all **CRFM-** An effective, accountable, and inclusive institution								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
SDGs: 17 - Partnerships								
CRFM Strategic Objective: Efficient and Effective Administration								
Intermediate Outcomes: **CARICOM -** (i) 6.1 – Strengthened community governance and accountability **CRFM -** 1. Further improved administrative services that meet major international donor standards. 2. Further improved financial management of inputs. 3. Improved human resource management, which satisfies fully all international standards.								
Immediate Outcomes: **CARICOM -** (i) 6.1.2 – Improved organizational (institutional) capacity of community institutions to efficiently and effectively carry out their mandates (ii) 6.1.3 – Increased enforcement of the community law or rules-based system which governs the functions of the Community **CRFM -** **I2** – Improved capacity in and resources available to the CRFM Secretariat to programme, plan and implement its activities in an effective and efficient manner.								
Outputs: **CARICOM -** (i) 6.1.2.1 – Harmonised governance arrangement for the Community Institutions developed and implemented (ii) 6.1.3.2 – Results Based Management approach institutionalised and utilized within the Community **CRFM –** (i) CRFM financial stability managed (ii) CRFM project proposal management made efficient								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
1. Develop new project proposals and intensify efforts to mobilize resources to address short term, medium term and long term priority programme areas. 2. Coordination and integration of the workplans of donor funded projects that will be initiated or continue during the biennial period. 3. Provide assistance to Member States, on request, in national project development, preparation and resource mobilization for the implementation of same. **Member States Action:** Support the design and development of project proposals Facilitate participation of key experts in project development and resource mobilization activities	Coordinate resource mobilization and project proposal management activities (No. project proposals)	2020	2022	64,033		**Risks:** Project proposal development process suffers delays, giving competing agencies a better advantage **Assumptions:** CRFM satisfies international standards for project management **Risk Mitigation** CRFM to engage in strategic planning and preparation for project development, management and resource mobilization.	**Lead:** CRFM **Supporting:**	
CARICOM Strategic and enabling Priority (ies): (i) Strengthening Community Governance								
Ultimate Outcomes: **CARICOM-** (i) An integrated community with equity for all **CRFM-** An effective, accountable, and inclusive institution								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
SDGs: 17 - Partnerships								
CRFM Strategic Objective: Efficient and Effective Administration								
Intermediate Outcomes: **CARICOM -** (i) 6.1 – Strengthened community governance and accountability **CRFM -** 1. Further improved administrative services that meet major international donor standards. 2. Further improved financial management of inputs. 3. Improved human resource management, which satisfies fully all international standards.								
Immediate Outcomes: **CARICOM -** (i) 6.1.2 – Improved organizational (institutional) capacity of community institutions to efficiently and effectively carry out their mandates (ii) 6.1.3 – Increased enforcement of the community law or rules-based system which governs the functions of the Community **CRFM -** **I3** – CRFM is recognized as provider of accurate and relevant administrative, financial and management information to its members.								
Outputs: **CARICOM -** (i) 6.1.2.1 – Harmonised governance arrangement for the Community Institutions developed and implemented (ii) 6.1.3.2 – Results Based Management approach institutionalised and utilized within the Community **CRFM -** (i) Audit reports providing evidence of good fiduciary standards								
1. Prepare for and conduct independent annual financial audit, and prepare relevant audit report. 2. Present audit report to the Forum and	1. External auditors contracted 2. CRFM Sec prepares documentation for review by auditors 3. Audit Report Summary Sheet	2020	2022	42,689		**Risks:** **Assumptions:** **Risk Mitigation**	**Lead:** **Supporting:**	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
Council for consideration in respect of CRFM management planning and decision-making. 3. Convene meetings of the CRFM Ministerial Council, Caribbean Fisheries Forum, and the Executive Committee of the Caribbean Fisheries Forum; Resource Mobilization Committee, Senior Manager's Committee, Business Committee, Technical Team. 4. Ensure information products are accurate, complete, and disseminated in timely fashion. **Member State Actions:** Provide financial support to operations of the CRFM Secretariat	drafted for and presented to Forum and Ministerial Council 4. Specific issues pointed out to Forum and Ministerial Council 1. Draft Agendas prepared and circulated to members of various bodies 2. Meeting arrangements executed 3. Travel arrangements completed, in consultation with participants. 4. Member States contribution letters sent out seeking funds to support meetings 1. Information products are posted to CRFM and other websites							
CARICOM Strategic and enabling Priority (ies): (i) Strengthening Community Governance								
Ultimate Outcomes: **CARICOM-** (i) An integrated community with equity for all **CRFM-** An effective, accountable, and inclusive institution								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
SDGs: 17 - Partnerships								
CRFM Strategic Objective: Efficient and Effective Administration								
Intermediate Outcomes: **CARICOM -** (i) 6.1 – Strengthened community governance and accountability **CRFM -** 1. Further improved administrative services that meet major international donor standards. 2. Further improved financial management of inputs. 3. Improved human resource management, which satisfies fully all international standards.								
Immediate Outcomes: **CARICOM -** (i) 6.1.2 – Improved organizational (institutional) capacity of community institutions to efficiently and effectively carry out their mandates (ii) 6.1.3 – Increased enforcement of the community law or rules-based system which governs the functions of the Community **CRFM -** **I4** - 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.								
Outputs: **CARICOM -** (i) 6.1.2.1 – Harmonised governance arrangement for the Community Institutions developed and implemented (ii) 6.1.2.2 – Review of the Community Institutions undertaken to rationalize functions, services and enhance efficiency (iii) 6.1.3.2 – Results Based Management approach institutionalised and utilized within the Community **CRFM –** (i) Results Based Management approach institutionalised and utilized within the Community								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
1. Conduct strategic review and initiate preparation of new strategic plan for CRFM. 2. The present work plan identifies the linkages to the CCCFP Plan of Action, where activities can be undertaken using existing capacities. 3. Keep under review the relevance and impact of implementation of the Operations Manual. 4. Keep under review CRFM's participation in CCAT. **Member State Actions:** Provide data and information to inform CRFM Strategic and work planning process Facilitate active participation of key officials in meetings of the Caribbean Fisheries Forum and the CRFM Ministerial Council, so as to support informed and representative decisions of these meetings	This is a core-funded and routine activity of the CRFM 1. CRFM New Strategic Plan advanced in development (Endorsement of Strategic Review recommendations to inform 3rd Strategic Plan) 2. Biennial work plan is prepared taking into account CCCFP obligations. (Finalized work plan with CCCFP linkages) 3. Ensure usage and review of Operations Manual. (level of application and relevance) 4. Contribute to CCAT activities, as required (Level of engagement)	2020	2022	64,033		**Risks:** Member States do not provide complementary support for strategic plan and work planning and CRFM Human Resource management **Assumptions** Member States are able to provide the complementary support for Strategic Plan and work planning activities **Risk mitigation** CRFM to keep countries informed of the relevance and importance of the RBM process and country inputs for best success	**Lead:** CRFM **Supporting:**	
CARICOM Strategic and enabling Priority (ies): (i) Strengthening Community Governance								
Ultimate Outcomes: **CARICOM-** (i) An integrated community with equity for all								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
CRFM- An effective, accountable, and inclusive institution								
SDGs: 17 - Partnerships								
CRFM Strategic Objective: Efficient and Effective Administration								
Intermediate Outcomes: **CARICOM -** (i) 6.1 – Strengthened community governance and accountability **CRFM -** 1. Further improved administrative services that meet major international donor standards. 2. Further improved financial management of inputs. 3. Improved human resource management, which satisfies fully all international standards.								
Immediate Outcomes: **CARICOM -** (i) 6.1.2 – Improved organizational (institutional) capacity of community institutions to efficiently and effectively carry out their mandates (ii) 6.1.3 – Increased enforcement of the community law or rules-based system which governs the functions of the Community **CRFM -** **I5** - Efficiency savings and gains identified, agreed and implemented.								
Outputs: **CARICOM –** (i) 6.1.2.1 – Harmonised governance arrangement for the Community Institutions developed and implemented (ii) 6.1.3.2 – Results Based Management approach institutionalised and utilized within the Community **CRFM –** (i) Results Based Management approach institutionalised and utilized within the Community								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
1. Half-yearly and Annual Progress Reports finalized. 2. Monitoring of Work Plan implementation and lessons learnt. 3. Provide administrative support to Forum, Executive Committee and Ministerial Meetings. 4. Collaborative relationships with Fisheries Departments strengthened. 5. Collaboration with stakeholders, collaborators and institutional partners strengthened. 6. Progress reports prepared and submitted to Donor Agencies. **Member State Actions:** Provide data and information to inform CRFM Strategic and work planning process Facilitate active participation of key officials in meetings of the Caribbean Fisheries Forum and the CRFM Ministerial Council, so as to support informed and representative decisions of these meetings	This is a core-funded and routine activity of the CRFM 1. Performance Measurement Framework for CRFM RBM system is implemented (Completed framework) 2. Collaboration arrangements established for activity management, as needed (No. MOUs/ collaboration arrangements; no. Member States participating in collaboration arrangement) 3. Project management supported by relevant progress reports (No. reports submitted to donors)	2020	2022	42,689		**Risks:** Member States do not provide complementary support for and work planning and project management **Assumptions** Member States are able to provide the complementary support for Strategic Plan and work planning activities **Risk mitigation** CRFM to keep countries informed of the relevance and importance of the RBM process and country inputs for best success	**Lead:** CRFM **Supporting:**	