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CRFM BIENNIAL WORK PLAN AND BUDGET 1 April 2018 to 31 March 2020

CRFM ADMINISTRATIVE REPORT

CRFM BIENNIAL Annual Work Plan and Budget

1 April 2018 to 31 March 2020

CRFM Secretariat
2018

CRFM ADMINISTRATIVE REPORT – CRFM Biennial Annual Work Plan and Budget 1 April 2018 to 31 March 2020

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LIST OF ACRONYMS

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

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

1. EXECUTIVE SUMMARY AND INTRODUCTION

Context

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

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

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

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

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

Many of the priorities identified in the First Strategic Plan required ongoing attention by the CRFM, and were therefore included in the Second Strategic Plan with new formulations to reflect the present day situations. The Second Plan specifically takes into account the obligations of CRFM in respect of: the CRFM Agreement, the CCCFP, the Castries Declaration on IUU fishing, formal cooperation arrangements to established with other RFBs in the region (joint working groups with WECAFC and the CRFM-OSPESCA Joint Action Plan), regional cooperation projects, and international agreements such as those of FAO, ICCAT and CITES.. Noteworthy among the regional cooperation projects is the CLME+ project, designed to facilitate implementation of the CLME Strategic Action Programme (SAP) that has so far been endorsed by 25 countries and 6 overseas territories, and which is building on earlier efforts of the CLME predecessor project for an integrated approach to governance and management of the Caribbean Sea Large Marine Ecosystem (CLME)..

The Second Strategic Plan identifies the following three Strategic Goals:

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

The CRFM Strategic Plans are implemented through Biennial Work Plans which set out the main activities, outcomes, results to be achieved, indicators and resources required during the two year period. The first Biennial Work Plan under the Second Strategic Plan covered the period 1 April 2014 to 31 March 2016. The second Biennial Work Plan and Budget covering the period 1 April 2016 to 31 March 2018 is currently being implemented.

The outputs and results achieved to date under the Second Strategic Plan have been documented in the Reports of the Meetings of the Caribbean Fisheries Forum and the CRFM Annual Reports for the period 2014 to 2018.

The current document and layout

The present Biennial Work Plan and Budget is for Programme Years April 2018 to March 2020 and will be the third such plan under the Second Strategic Plan 2013 - 2021. For ease of cross-referencing, the presentation of content is also directly aligned with the strategic objectives and corresponding organizational results given in the Second Strategic Plan.

In terms of layout of the main text, Section 2 lists the vision, goal, and mission, as reflected in the Second Strategic plan. Section 3 provides the main information on outcomes, indicators, results and major activities planned under each of the 7 strategic objectives and 2 functional objectives included in the Second Strategic Plan. Each Strategic or Functional Objective is elaborated in a separate sub-section. Each sub-section therefore begins with the listing of the Strategic Objective or Functional Objectives as a title of the Sub-section, followed by a short explanatory narrative of its relevance that is taken directly from the Second Strategic plan. The remaining text of each sub-section then focuses on providing an elaboration of the particular objective, in terms of: outcomes, monitoring indicators, and; major activities identified to generate the organizational results that were identified in the Second Strategic plan. Finally, Section 4 provides the relevant budget data and information.

In addition, this Biennial Work Plan takes into account the commitments of States arising from the 2015 United Nations Sustainable Development Summit, which endorsed the 2030 Agenda for Sustainable Development. The 2030 Agenda applies to all countries, integrates the three dimensions of sustainable development (economic, social and environmental) and guides Members, the UN and other intergovernmental organizations, civil society organizations and other institutions on challenges and needs for sustainable development in all sectors, with the aim of eradicating extreme poverty and hunger. Several SDGs are relevant to the Work of the CRFM and sustainable development of fisheries and aquaculture, including inter alia: SDG 1 (End poverty in all its forms); SDG 2 (End hunger, achieve food security and improved nutrition); SDG 14 (Conserve and sustainably use the oceans, seas and marine resources for sustainable development). SDG 14 calls for specific actions in fisheries, including inter alia: effectively regulate harvesting; end overfishing and IUU fishing; address fisheries subsidies; increase economic benefits from sustainable management of fisheries and aquaculture; provide access for small-scale fishers to resources and markets; implement UN Convention on the Law of the Sea (UNCLOS) provisions. Other SDG14 targets cover marine pollution prevention and reduction, management and protection of marine and coastal ecosystems, which are also important priorities for sustainable development of fisheries and aquaculture.

The Biennial Work Plan also takes into account the commitments of States and regional institutions arising from the CARICOM Strategic Planning Process and seeks to integrate the work activities of the CRFM within the wider CARICOM planning and implementation

framework aimed at improving synergies, policy coherency and effectiveness of regional land national efforts.

Finally, in October 2017 the 71st meeting of the COTED formally designated the CRFM as the Competent Agency for the Caribbean Community Common Fisheries Policy (CCCFP) to have the authority and perform the functions outlined in the Policy. The COTED further, mandated the CRFM to ensure that its Work Plan for 2018 - 2020 which is to be submitted to Member States for approval as part of the usual governance arrangements for the CRFM, includes – (i) the requirements of the Competent Agency, where these are not already addressed; and (ii) an assessment of any additional resources or arrangements which may be required to effectively perform the functions of the Competent Agency.

The current Work Plan therefore takes into account these decisions and commitments, and seek to reform and strengthen the role of the CRFM‟s governance bodies and secretariat in transitioning to the competent agency for the CARICOM Common Fisheries Policy and in addressing relevant emerging international and regional obligations of member States.

Major outputs to date under the Second Strategic Plan

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

Objectives	**Organizational results identified in Second Strategic Plan**	**Major outputs expected during PY 2018/19 and PY19/20**
STRATEGIC		
A. Information on status and trends in the fisheries and aquaculture sector	A1 – Countries and the CRFM Secretariat have strengthened capacities to collect, manager, analyze and use data and information for decision making, planning, policy formulation and implementation. 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. A4 – A CRFM Statistics and Information report is published annually.	• Sub-Regional Data Policy for Eastern Caribbean Flyingfish • PPCR and CLME+ projects have included activities to contribute to regional database development. • CRFM Statistics and Information report updated for 2017-2018 & 2018-2019. • FIT4CC project proposal endorsed and operationalized
B. Research and Development	B1 - The social and economic performance of fisheries and aquaculture is evaluated and enhanced through appropriate measures (such as fuel saving technologies). B2 – A regional (collaborative) fisheries and aquaculture research agenda is effectively implemented	• CARIFICO project successfully completed, and several stakeholder groups established and strengthened for Improved co-management of FAD fisheries. • Research Agenda continues to be implemented through several projects, e.g.

Objectives	Organizational results identified in Second Strategic Plan	Major outputs expected during PY 2018/19 and PY19/20
	through annual scientific meetings, joint species specific Working Groups, and targeted research projects and collaboration with national, regional and international academic and research institutions. 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. B5 – Best-practices fisheries technologies and gears are introduced by CRFM members, accompanied by technology transfer compliant with international standards.	CLME+, PPCE, CC4FISH, and the Joint RFB Working Groups. • Updated stakeholder identification and analysis for the Eastern Caribbean Flyingfish fishery. • Three PPCR ecosystem impact studies completed, and related fisheries management advice updated.
C & D: Sustainable management of fisheries resources & Sustainable use of fisheries resources	C1 – Policies, institutional arrangements and standards that facilitate the implementation of the CCCFP and the CCRF and other regional/ international fisheries instruments have improved. 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. C3 – Fisheries legal frameworks in the CRFM member countries, in support of sustainable utilization of the fisheries resources, are updated	Partnership Agreement for management of flyingfish in the Eastern Caribbean Sub-Regional Data Policy for Eastern Caribbean Flyingfish Strategy to develop an effective communications system to foster a culture of ongoing reciprocal engagement among flyingfish fisheries stakeholders Updated stakeholder identification and analysis for the Eastern Caribbean Flyingfish fishery

Objectives	Organizational results identified in Second Strategic Plan	Major outputs expected during PY 2018/19 and PY19/20
	and harmonized where possible. C4 - Fisheries management and development plans and other fishery-specific conservation, management and recovery plans are prepared, adopted and implemented at national level and regional level where appropriate. C5 – The state of fisheries resources and aquatic ecosystems in general in the CRFM mandate area is improved through effecting change to more sustainable fisheries practices. 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). D1 Small-scale fisherfolk organizations in CRFM member countries play an active role in planning, managing and monitoring fisheries. 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.	Recommendations for: a) Establishment of a WECAFC record of fishing vessels over 12 meters authorised to operate in the WECAFC b) Establishment and maintenance of lists of vessels presumed and/or confirmed to have carried out IUU fishing in the WECAFC area c) Marking and identification of fishing vessels in the WECAFC area 20 Persons trained in Fisheries Prosecution and Interdiction (in collaboration with Regional Security System) Updated regional strategy on climate change and disaster risk management Stakeholder communication strategy and plan developed and implemented to support PPCR ecosystem impact studies and development of monitoring system

Objectives	Organizational results identified in Second Strategic Plan	Major outputs expected during PY 2018/19 and PY19/20
	D4 The role of women in all levels of the fish value chain has been strengthened.	
E: Sustainable development of aquaculture	E1 – Policy, institutional and legal frameworks enabling responsible aquaculture development have been established in the CRFM member countries. 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.	Proposals for aquaculture projects approved after submission to JICA, Govt. of Chile, Govt. Of Cuba, CDB
F: Adaptation to climate change and disaster risk management in fisheries	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. 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.	Caribbean Marine Climate Change Report updated and approved Model Disaster Preparedness and Risk Management Plan for the Fisheries and Aquaculture Sector of CRFM Member States finalised and approved Protocol integrating Climate Change Adaptation and Disaster Risk Management in fisheries and Aquaculture into the Caribbean Community Common Fisheries Policy developed and approved. Parametric insurance to the fisheries and Aquaculture sector (COAST) developed, piloted in a few country and available through CCRIF-SPC

Objectives	Organizational results identified in Second Strategic Plan	Major outputs expected during PY 2018/19 and PY19/20
	F4 –The establishment of fisheries and aquaculture insurance schemes is promoted and technically supported by CRFM.	Fisheries Early Warning and Emergency Response System (FEWER) launched, with proposal for its sustainability. Completion of three ecosystem impact assessments for the effects of climate change Three workshops completed for planning and training with regard to ecosystem assessment and monitoring and database management.
G: Capacity building and institutional strengthening	G1 - Fisheries governance is benefiting from strengthened national fisheries administrations and other supporting institutional frameworks. 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. 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. G5 – Small and Medium Enterprises (SMEs) active in the fisheries sector in the CRFM member states have	IOI – 2- 4 persons UNU-FTP – 2- 4 persons 20 Persons trained in Fisheries Prosecution and Interdiction (in collaboration with Regional Security System) SecondValue Chain Training Workshop implemented.

Objectives	Organizational results identified in Second Strategic Plan	Major outputs expected during PY 2018/19 and PY19/20
	business plans and access to micro-finance, credit and investment facilities.	
FUNCTIONAL		
H: Effective collaboration with member states and stakeholders.	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. H3 –The CRFM Communication Strategy is effectively implemented, addressing communication and information needs of CRFM members, Secretariat and other stakeholders. H4 – The joint CRFM-OSPESCA Action Plan and other key partnerships and alliances that contribute to and complement the CRFM work are implemented effectively. H5 – The Caribbean Large Marine Ecosystem (CLME+) Strategic Action Programme (SAP) is implemented actively by the CRFM. H6 – The presence of CRFM at ICCAT sessions and in ICCAT decision making processes has significantly increased. H7 – Effective direction of CRFM by the Ministerial Council and Fisheries Forum through improved governance, conflict resolution capacity and oversight.	Projects are managed in accordance with agreed administration arrangements. RFB agreement for improved Caribbean Large Marine Ecosystem governance, which provides basis for advancing CRFM-OSPESCA Joint Action Plan, operationalised. CRFM serves as the CCCFP‟s Competent Agency. The present work plan identifies the linkages to the CCCFP Plan of Action, where activities can be undertaken using existing capacities. CRFM website and other online media platforms maintained. To the extent possible, Forum and Ministerial activities coordinated in accordance with agreed proposal for improved meeting quality. CRFM participates in several joint WECAFC working group meetings, as well as international fora CRFM cooperation with ICCAT, CITES, ACP, CBD, UN System (including UNGA, FAO, UN Environment, UNDESA, IOC/UNESCO, UNODC etc) strengthened or maintained, including continued provision of related technical support and

Objectives	Organizational results identified in Second Strategic Plan	Major outputs expected during PY 2018/19 and PY19/20
	H8 – Enhanced representation of CRFM countries in regional/international fora (ICCAT, UNCLOS, COFI) and events through its members or the Secretariat. H9 - CRFM‟s status and role within the region as an effective RFB, and its capacity for project management and coordination is strengthened and consolidated.	advice to Member States and their representatives involved in international processes such as BBNJ
I. Efficient and Effective Administration	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. I2 – Improved capacity in and resources available to the CRFM Secretariat to programme, plan and implement its activities in an effective and efficient manner. I3 – CRFM is recognized as provider of accurate and relevant administrative, financial and management information to its members. 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. I5 – Efficiency savings and gains identified, agreed and implemented.	CRFM Secretariat coordinating with Member States including submission of regular reminders regarding their contributions. Strengthened cooperation and collaboration with the CARICOM Resource Mobilization Unit to secure resources to implement agreed programmes and activities; CRFM Resource Mobilisation Committee funded, active and assisting with resource mobilization to support agreed programmes, projects and activities. Project proposals prepared and submitted to donors. Enhanced coordination and integration of ongoing projects to optimize contribution to national and regional development. Strategic alliances and partnerships with regional and international organizations with an interest in fisheries in the Caribbean strengthened. Stakeholders and other collaborators regularly informed on the work and achievements of the CRFM Secretariat and on fisheries issues in the region. Improved awareness of the role of the CRFM. Dissemination of Newsletters and other

Objectives	Organizational results identified in Second Strategic Plan	Major outputs expected during PY 2018/19 and PY19/20
		information products to stakeholders. Annual Progress Reports finalized. An annual financial audit is completed and a report is prepared. The present work plan identifies the linkages to the CCCFP Plan of Action, where activities can be undertaken using existing capacities. Institutional review conducted and new Strategic Plan developed. Monitoring of Work Plan implementation and lessons learnt. Provide administrative support to Forum, Executive Committee and Ministerial Meetings. Collaborative relationships with Fisheries Departments strengthened. Collaboration with stakeholders, collaborators and institutional partners strengthened. Progress reports prepared and submitted to Donor Agencies.

2. VISION, GOAL AND MISSION

Vision

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

Goal

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

Mission

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

3. STRATEGIC AND FUNCTIONAL OBJECTIVES FOR THE 2018 – 2020 BIENNIAL WORKPLAN

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

The Workplan also addresses several SDG goals: Zero hunger (SDG2), Affordable and clean energy (SDG 7), Decent work and economic growth (SDG 8), Industry, innovation and infrastructure (SDG 9); Sustainable cities and communities (SDG 11); Responsible consumption and production (SDG 12), Climate action (SDG 13), Life below water (SDG 14), Peace, justice and strong institutions (SDG 16) and Partnerships for the goals (SDG 17).

[1] In adopting the Caribbean Community Common Fisheries Policy (CFP), at the Fourth CRFM Ministerial Council, held in Antigua and Barbuda on 20 May 2011, a vision and goal for the CARICOM members and CRFM was approved.
[2] Revised Treaty of Chaguaramas establishing the Caribbean Community including the CARICOM Single Market and Economy, signed by Heads of Government in Nassau, Bahamas on 5 July 2001
[3] Taken from the CRFM Strategic Plan, 2002, and derived from Article 4 of the CRFM Agreement 2002.

3.1 Strategic Objective A: Information on status and trends in the fisheries and aquaculture sector (linked to CARICOM Strategic Priority 1: Economic Resilience)

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

3.1.1 Outcomes

1. Agreed climate-smart fisheries monitoring standards established and implemented for major fishery ecosystems.
2. Improved application of ICT, from medium to strong, for information and knowledge exchange.

3.1.2 Monitoring Indicators

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

3.1.3 Organizational Results

A1 – Countries and the CRFM Secretariat have strengthened capacities to collect, manage, analyze and use data and information for decision making, planning, policy formulation and implementation.

A1-1 CLME+ Flyingfish Project [CCCFP-PoA: 8.4; 12.1; 13.1; 13.6] (PMFMD + SIA + RGRRA)

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

A1-2 WECAFC Fisheries and Resources Monitoring System (FIRMS) contributions [CCCFP-PoA: 11.1/4/5/7] (SIA and PMRRA)

1. Participate in electronic meetings (one per month) of the FIRMS Task Force.
2. Review and provided input for finalization of project documents such as: DEVCO project - draft Identification sheet; The WECAFC data collection framework (DCF) and best practices data collection guidelines; WECAFC Regional log book guidelines; The WECAFC minimum data requirements document.
3. Coordinate with CRFM Member States for completion of FIRMS Fact Sheets for publication. This includes: Follow-up conversations via Skype/telephone and email contact made with Member States geared towards completion and or publication of the FIRMS Fact Sheets.
4. Establish and implement (including organizing the first face to face meeting of the group) a Transversal Working Group on fisheries data and statistics.
5. Assist in creation of a functional Regional Database prototype targeting five main regionally shared stocks (Spiny lobster, queen conch, Flying fish, Billfish, Shrimp and Groundfish) and their fisheries to collate required data as defined in the minimum data requirements document and feed stock assessment model.

A1-3 Norwegian sponsored project Strengthening evidence based decision-making in CARICOM fisheries [CCCFP-PoA:11.5/7] (SIA & PMRRA)

a) Create/develop a CRFM adapted template for new methodology for collecting fisheries data.
b) Undertake a detailed oversight on existing capacities and competences and a training needs plan with regards to research and management capacity of the region.
c) Train Fisheries Officers from two or three of the CRFM-Member States in fisheries data collection
d) 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.

NB: This activity is related to activities conducted under B1/B3/B4-7.

A1-4 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 finalize project proposal and obtain endorsement for submission to donor agency (EU-DEVCO);
2. Project implementation will commence during the biennial period, and aims to improve management actions and responses for building climate resilience through improved decision-support; improved integration of climate change information, improved data and information sharing at regional level, and improved capacity in science-based evidence management.

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

A2 -1 CLME+ Flyingfish Project [CCCFP-PoA: 7.7; 8.4 13.6; 15.4; 16.1] (PMFMD + SIA + RGRRA)

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

A3 - A regional database on fisheries and aquaculture statistics and information from the CRFM members is established and maintained at the Secretariat offices.

A3-1 Investment Plan for the Caribbean Regional Track of the Pilot Program for Climate Resilience (Developing a Climate-Smart Monitoring System) [CCCFP-PoA: 8.4 & 11.2/5/7/14 & 12.6/7] (PMRRA, being handled by DED)

1. Develop, install and test the associated fisheries and environment database to house all inputs and outputs of the consultancy, so as to facilitate follow-up management of the database, assessments and analyses by the CRFM or partner institution designated for the responsibility, taking into account the institution's capacity and commitment for managing the database effectively.
2. Upload all data and information to the database;
3. Develop the associated meta-database, as well as the zero, revised and final drafts of the supporting database manual that incorporate comments provided by the CRFM and other key stakeholders;
4. Provide specifications of any required additional software and equipment for the fisheries and environment database and assisting with sourcing the requisite quotations to facilitate procurement by the PPCR PMU;
5. Organize and convene workshop to train regional Fisheries Officers and staff of the CRFM Secretariat on use of the tools and methods for management and use of the fisheries and environment database.

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

A4-1 CRFM Statistics and Information Reports [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 2017 – 2018 AND 2018-2019 and Information CRFM Statistics Reports.

3.2 Strategic Objective B: Research and Development

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

3.2.1 Outcomes

1. Sustained improved information and knowledge on the status of key fishery resources.
2. Improved knowledge and information of the impacts of climate change on at least 3 major fishery resources/ ecosystems.
3. Sustained strengthened regional network of research and assessment.

3.2.2 Monitoring Indicators

1. Updated conservation/ management status information for at least 2 major fishery resources {Source(s) of verification - CRFM reports}.
2. Estimation of selected specific climate change impacts on at least 3 major fishery resources {Source(s) of verification - CRFM reports, SPCR project reports}.
3. Improved scientific collaboration and coordination in addressing shared goals {Source(s) of verification - CRFM reports, KAP survey reports)

3.2.3 Organizational Results

B1 - The social and economic performance of fisheries and aquaculture is evaluated and enhanced through appropriate measures (such as fuel saving technologies).

B1-1 UNC TA D project, „Supporting developing countries in analysing and implementing evidence-based and policy coherent Oceans Economy and Trade Strategies" (OETS) - 11th tranche of the development account (Version of the 03 of August 2017). [CCCFP-PoA: 11.1/7/11/16] (PMFMD + RGRRA)

1. Provide support to the OETS project which will provide a direct contribution to the implementation and advancement of trade and economic targets of SDG 14 (Conserve and sustainable use oceans, seas and marine resources), namely target 4 (Fight against IUU, fish stocks management and restoration), 6 (phasing out certain fish subsidies), b (access to markets and resources by small scale and artisanal fishermen) and 7 (oceans/blue economy and growth).

B1-2 "Study of revenues generated by licensing, registration and other fees paid by fishers and other entities operating in fisheries and aquaculture in the CRFM Member States and identification of opportunities for a harmonized approach." [CCCFP-PoA: 11.1/7/11/16] (RGRRA + ED)

1. Determine licensing and registration fees and other charges paid by fishers and other entities operating in fisheries and aquaculture;
2. Identify opportunities for a harmonized approach to generating revenue from the fishers and aquaculture sector.
3. Develop and implement recommendations.

B1-3 Valuation of fisheries [CCCFP-PoA: 11.1/7/11/16] (RGRRA + PMs)

1. Continue to negotiate with FAO for support for proposal;
2. Develop and implement full project proposal.

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.

B1/B3/B4-1 CRFM Working Group research and assessment activities (research studies, evaluations, etc.) [CCCFP-PoA: 11 & 12] (PMRRA & RGRRA)

1. Coordination of Working Group activities, including research, assessment and management performance analyses.
2. Preparation of Working Group reports.

B1/B3/B4-2 Participation in ICCAT SCRS activities [CCCFP-PoA: 8.2, 11 & 12] (PMRRA & RGRRA)

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 fulfilment 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.

B1/B3/B4-3 Joint RFB Working Groups [CCCFP-PoA: 11 & 12] (PMFMD & PMRRA & RGRRA)

1. Coordination of planning, implementation and reporting of agreed workplan activities, and production of management advice and recommendations f or joint RFB Working Groups led by the CRFM (CRFM/WECAFC Working Group On Flying-fish in the Eastern Caribbean, CRFM/WECAFC/JICA/IFREMER Working Group On Fisheries Using FADS .
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.

B1/B3/B4-4 CLME+ Flyingfish Project - Implementation of management/stress reduction measures in the Eastern Caribbean Flyingfish fishery [CCCFP-PoA:12.1; 12.5] (PMFMD, PMRRA)

1. Technical Support to effect the implementation of the sub-regional FMP for flyingfish in (at least) the major harvesting countries
2. Recommendations for further development of agreement on and implementation of improved national data collection systems in support of the EAF assessment and management of the eastern Caribbean Flyingfish fishery in at least 3 major harvesting countries participating in the fishery
3. National vessel licensing regulations formulated for adoption in accordance with legislation, and census of flyingfish vessels used to establish list of authorised fishing vessels

B1/B3/B4/C4/C5 UNDESA/CARICOM/CRFM 11Tranche DA Project on Blue Economy entitled **Bridging capacity gaps in the implementation of the 2030 Agenda, with a particular focus on SDG 14**

Collaborate with UNDESA SIDs Unit to develop and implement project to advance SDG 14.4 and 14.7 in the Caribbean. The Project will support Jamaica, Saint Lucia and St. Kitts and Nevis to (i) update their respective national policy frameworks for fisheries, ocean and coastal management including those related to illegal and unreported (IUU) fishing (ii) build the capacity of these countries to perform evidence-based policy planning, monitoring and evaluation for the long-term through the provision of capacity support for data collection and

management, analysis and reporting on indicators and (iii) technical support for the development and use of MSPs to support ocean governance and to establish rational use of marine space and the living marine resources with a view to delivering on the economic, social and environmental objectives of the countries. Specific activities include:

1. Provide technical support to prepare and adopt science-based national fisheries management plans (FMP) for the 3 most important fisheries based on the ecosystem and precautionary approaches to fisheries. Build capacity of government and non-governmental stakeholders in participatory approaches in the preparation of FMPs.

2. Provide technical support and capacity building in reviewing and strengthening national data collection, management, analysis and reporting capability using, as appropriate, ICT tools and working with fisherfolk as partners in the collection and reporting of data. Data elements collected will include catch and effort, biological and socio-economic data. The review and capacity building would focus first on the 3 fisheries identified for preparation of science – based fisheries management plans at Activity 1 above.

3. Provide technical support to build capacity and conduct stock assessment and determine stock statuses of at least 4 commercially important fish stocks using, among others, ecosystem-based approaches.

<u>B1/B3/B4-5 Investment Plan for the Caribbean Regional Track of the Pilot Program for Climate Resilience (Consultancy work package to Conduct of Fishery-related Ecological and Socio-economic Impact Assessments)</u> [CCCFP-PoA: 8.4 & 11.2/5/7/14 & 12.6/7] (PMRRA, being handled by DED)

1. Liaise with the UWI Mona Climate Studies Group, the Caribbean Institute for Meteorology and Hydrology, other regional climate modelers and regional experts in meteorology and hydrology and any other relevant regional institutions, as well as national Fisheries Divisions, to acquire data and information on climate change and variability (observed and predicted), as well as data and information on fisheries, for conducting impact assessments and fisheries and marine ecosystem analyses and assessments;
2. Develop and implement suitable analytical tools and methods for fisheries and marine ecosystem analyses and assessments to quantify the impacts of climate change and variability on fisheries production, post-harvest and marketing systems and associated livelihoods and to predict likely future impacts, and prepare the necessary reports;
3. Organize and convene workshops to train regional Fisheries Officers and staff of the CRFM Secretariat on use of the tools and methods for (a) conducting fisheries and marine ecosystem analyses and assessments.

<u>B1/B3/B4-6 Spanish Agency for International Development Cooperation (Agencia Española de Cooperación Internacional para el Desarrollo – AECID) project</u> [CCCFP-PoA: 10.13, 12.6] (PMFMD)

1. To demonstrate the operating cost of the fisheries sector can be reduced through the use of renewable energy for storage and processing.

B1/B3/B4-7 Norwegian sponsored Nansen Survey [CCCFP-PoA:11.5/7] (SIA & PMRRA)

1. Undertake preparations for a "Nansen" survey to be conducted in 2020; (The FAO the services of the RV Dr. Fridtj of 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 2020 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 developing and utilising models of the ocean for "all" relevant tropic levels and interactions).
   c. Quantify the ecosystem's (lowest tropic 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

NB: This activity is related to activities being conducted under A1-3.

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.

B2 -1 CRFM Fisheries and Aquaculture Research Agenda [CCCFP-PoA: All articles] (PMRRA + RGRRA)

1. Keep under review the implementation of this agenda.
2. Prepare an implementation report
3. Prepare an updated agenda during PY 2018-2020.

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

B5-1 CARIFICO Project follow-up [CCCFP-PoA: 10.2/7, 12.2, 16.4] (ED, PMRRA + PMFMD & SIA)

1. Continue providing support for the FAD fishery data and research approaches in 6 OECS countries following completion of CARIFICO project.
2. Continue to facilitate the sharing of achievements and lessons learnt with other CRFM States.
3. Liaise with JICA concerning preparations for and implementation of a follow up project.

3.3 Strategic Objectives C & D: Sustainable management and use of fisheries resources

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

3.3.1 Outcomes

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.

3.3.2 Monitoring Indicators

1. Increased / improved CRFM participation, activity outputs, and uptake by end-users {Source(s) of verification - relevant CRFM reports}.
2. Increased implementation of approved CRFM instruments {Source(s) of verification - Relevant national and CRFM reports}.
3. Improved knowledge, attitudes and practices of sustainable management and use of fishery resources by both public and private sector stakeholders {Source(s) of verification - KAP survey report}.

3.3.3 Organizational Results

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.

C1/D2/D3/D4-1 Contribution to CARICOM governance process [CCCFP-PoA: 16 to 20] (All staff)

1. Prepare for and participate in 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. 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 Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction.

C1/D2/D3/D4-2 CRFM/CARICOM Fisheries and Aquaculture Priority Commodity Working Group [CCCFP-PoA: 18] (DED and PMFMD)

1. Finalize Commodity Development Strategy and Action Plan.
2. Identify and implement suitable activities to be undertaken by the Working Group, pursuant to its TOR.
3. Coordinate Working Group activities and meetings.
4. Prepare working group meeting and activity implementation reports for submission to the CRFM and to CARICOM.

C1/D2/D3/D4-3 Trade in Fishery Products

1. Support Member States, in collaboration with CARICOM Secretariat, in addressing WTO fisheries subsidies negotiation

a) Carry out studies to better understand 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 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.

D2/D3/D4 UNDESA/CARICOM/CRFM 11Tranche DA Project on Blue Economy entitled **Bridging capacity gaps in the implementation of the 2030 Agenda, with a particular focus on SDG 14**

Collaborate with UNDESA SIDs Unit to develop and implement project to advance SDG 14.4 and 14.7 in the Caribbean. The Project will support Jamaica, Saint Lucia and St. Kitts and Nevis to (i) update their respective national policy frameworks for fisheries, ocean and coastal management including those related to illegal and unreported (IUU) fishing (ii) build the capacity of these countries to perform evidence-based policy planning, monitoring and evaluation for the long-term through the provision of capacity support for data collection and management, analysis and reporting on indicators and (iii) technical support for the development and use of MSPs to support ocean governance and to establish rational use of marine space and the living marine resources with a view to delivering on the economic, social and environmental objectives of the countries. Specific activities include:

1. Provide technical support and capacity building of small-scale private sector operators in fish harvesting and marketing to add value to local fisheries products and improve marketing of such products.
2. Activities will aim to add value to raw material harvested by local small-scale fishers to close the gap between such products and those preferred by local and regional consumers and tourist establishments and are currently satisfied largely by import from external sources. Support will be provided in processing, packaging and marketing to boost value and increase incomes of operators particularly women who dominate this segment of the fisheries sector.

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 deliverables

2. Monitor and evaluate the impact of the SPS project, and keep project recommendations under review.
3. Support for planning and coordination of value chain management training workshop jointly organized by the CRFM, UNU-FTP and other partner agencies.

C1/D2/D3/D4-5 Inter-agency MOUs [CCCFP-PoA: 8.2, 19] (all staff)

1. Implement MOUs, e.g. CRFM-CAHFSA-CROSQ, CRFM-OSPESCA.
2. Prepare implementation reports.
3. Keep MOUs under review.

C1/D2/D3/D4-6 Gender policy [CCCFP-PoA: 10] (all staff)

1. Gender mainstreaming policy for the fisheries sector finalised and approved.
2. Develop a CCCFP protocol on Gender in fisheries consistent with approved Gender Mainstreaming Policy

C1/D2/D3/D4-7 CC4FISH [CCCFP-PoA: 10.13, 10.14 & 20.9] (PMRRA and SIA)

1. Develop a protocol to integrate on climate change adaptation and disaster risk management in fisheries and aquaculture into the CCCFP; and
2. Convene meeting of working group comprising key experts to review and provide further inputs to the draft protocol prior to its submission for approval and endorsement by the Forum and Ministerial Council respectively.

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).

C2/C6-1 CLME+ Flyingfish Project - Implementation of management/stress reduction measures in the Eastern Caribbean Flyingfish fishery [CCCFP-PoA:12.1; 12.5] (PMFMD)

1. Technical Support to effect the implementation of the sub-regional FMP for flyingfish in (at least) the major harvesting countries
2. Recommendations for further development of agreement on and implementation of improved national data collection systems in support of the EAF assessment and management of the eastern Caribbean Flyingfish fishery in at least 3 major harvesting countries participating in the fishery

C2/C6-2 Joint WECAFC / CRFM Working Group on IUU fishing [CCCFP-PoA: 8.2, 14.1 – 14.8] (PMFMD)

1. Carry out a study on collaborative policing and reporting approaches, with national fishers, and, where possible, through fisher organisations.

2. Develop recommendations for the establishment of formal protocol to facilitate transmittal of information regarding IUU fishing to the Flag State.
3. Develop a draft regional plan of action to combat IUU fishing (RPOA-IUU)
4. Assist with pilot project to review and assess MCS capability and build capacity to combat IUU fishing
5. Assist with capacity building and compliance improvement for the MPA systems in the Bahamas.
6. Support the development of NPOAs-IUU fishing in at least four States
7. Design and carry out a review study to assess the nature and extent of IUU fishing in the WECAFC region
8. Support Member Countries training related to combating IUU fishing
9. Encourage and support Member Countries in efforts to join in and/or comply with the FAO Port State Agreement

C2/C6-3 UNDESA/CARICOM/CRFM 11Tranche DA Project on Blue Economy entitled **Bridging capacity gaps in the implementation of the 2030 Agenda, with a particular focus on SDG 14**

Collaborate with UNDESA SIDs Unit to develop and implement project to advance SDG 14.4 and 14.7 in the Caribbean. The Project will support Jamaica, Saint Lucia and St. Kitts and Nevis to (i) update their respective national policy frameworks for fisheries, ocean and coastal management including those related to illegal and unreported (IUU) fishing (ii) build the capacity of these countries to perform evidence-based policy planning, monitoring and evaluation for the long-term through the provision of capacity support for data collection and management, analysis and reporting on indicators and (iii) technical support for the development and use of MSPs to support ocean governance and to establish rational use of marine space and the living marine resources with a view to delivering on the economic, social and environmental objectives of the countries. Specific activities include:

1. Provide technical assistance to develop and implement national plan of action to combat illegal, unreported and unregulated (IUU) fishing and provide training to local enforcement personnel to improve monitoring, surveillance, and control activities to deter and prevent IUU fishing.
2. Technical evaluation for the adaptability and (potential) establishment of a Vessel Monitoring System (VMS) or other appropriate Automatic Identification System(AIS) protocols including drone technology suitable for capacity building of SIDS to combat, deter and eliminate IUU fishing in the CARICOM region.

C3 – Fisheries legal frameworks in the CRFM member countries, in support of sustainable utilization of the fisheries resources, are updated and harmonized where possible.

C3-1 CLME+ - Enhancing Governance Arrangements [CCCFP-PoA: 8.5] (PMFMD)

1. Facilitate active cooperation between CRFM and France at the political level regarding flyingfish conservation and management.

C4 - Fisheries management and development plans and other fishery-specific conservation, management and recovery plans are prepared, adopted and implemented at national level and regional level where appropriate.
&
C5 – The state of fisheries resources and aquatic ecosystems in general in the CRFM mandate area is improved through effecting change to more sustainable fisheries practices.
&
D1 Small-scale fisherfolk organizations in CRFM member countries play an active role in planning, managing and monitoring fisheries.

C4/C5/D1-1 Fishery Management Plans [CCCFP-PoA:12.1; 12.5] (ED, DED, PMFMD + PMRRA)

1. Finalization, endorsement, and 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.

C4/C5/D1-2 Regional Strategy on Invasive Lionfish [CCCFP-PoA: 11.9/10] (PMRRA)

1. Support continued implementation of regional Lionfish Action Plan.
2. Prepare implementation reports.

C4/C5/D1-3 CLME+ fisheries management and development activities [CCCFP-PoA:12.] (PMFMD)

1. Support enhanced stakeholder participation in flyingfish fisheries management process;
2. Support long-term enhancements of livelihoods and human well-being for flyingfish fisheries;
3. Encourage and support adaptive management approaches for Eastern Caribbean flyingfish fisheries.

C4/C5/D1-4 Enhancing fisheries governance activities [CCCFP-PoA: 8.2, 19] (all staff)

1. Continue to participate in interim inter-agency governance mechanism under CLME+ project.
2. Cooperate with WECAFC and other regional agencies for determining suitability of RFMO arrangements.

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. Continue providing support for the FAD fishery data and research approaches in 6 OECS countries following completion of CARIFICO project.
2. Continue to facilitate the sharing of achievements and lessons learnt with other CRFM States.
3. Liaise with JICA concerning preparations for and implementation of a follow up project.
4. Continue providing support and training for implementing a co-management approach and improving governance in FAD fisheries.

5. Contribute to public education and awareness initiatives for improving co-management activities. Support the development of disaster risk management practices and mainstreaming of climate change adaption for FAD fisheries and coastal communities.

C4/C5/D1-5 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 and 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 in Trinidad and Tobago and Grenada on a phased basis as appropriate.

C4/C5/D1-7 CNFO / Fisherfolk Development [CCCFP-PoA: 10.1 – 10.3] (ED, PMFMD + SIA)

1. Continue to support strengthening of the capacity of the Fisherfolk and their organisations to undertake advocacy, through specific projects as appropriate.
2. Coordinate, host and facilitate fishers exchange FAO funded project involving fishers from the Pacific Islands visiting the region to share experiences in fisheries management and development including FAD fisheries.
3. Continue to work with CERMES and CNFO to finalize and implement the draft Protocol on achieving sustainable small-scale fisheries.

C4/C5/D1-8 Investment Plan for the Caribbean Regional Track of the Pilot Program for Climate Resilience (Consultancy Work Package Facilitating Stakeholder Access and Contribution to the Information Base for Climate Change Adaptation and Disaster Risk Management in Fisheries) [CCCFP-PoA: 12.6, 16 & 17] (PMRRA, being handled by DED)

1. Develop a stakeholder engagement and communication strategy and action plan, which should be informed by a suitable stakeholder survey and which would include: the development of suitable stakeholder engagement materials (e.g. brochures, PowerPoint presentations, video documentary and a multi-media library) to build awareness on the impacts of climate change and variability on the fisheries resources and fisheries sector; and, options to engage stakeholders in identifying feasible recommendations for climate-smart fisheries management decision-making;. The Communications Strategy and Action Plan will also serve to improve on the usage of existing CRFM communication and networking tools;
2. Collaborate with designated focal points within national fisheries divisions to implement the agreed stakeholder engagement and communication strategy and action plan as articulated in bullet a. above; and
3. Conduct pre-project survey of the Caribbean Fisheries Forum and Ministerial Council to assess the knowledge, attitudes and practices (KAP) concerning fishery-related impacts of climate change and variability and best practices in disaster risk management in the fisheries sector at this time.

4. Prepare an impact assessment tool for use by the CRFM in determining the longer-term impacts being realized 1-2 years following completion of the assignment.

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 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.

3.4 Strategic objective E: Sustainable development of aquaculture

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

3.4.1 Outcomes

1. Strengthened knowledge and information on the development and management of aquaculture.
2. Strengthened and expanded sustainable aquaculture management practices, with specific supporting holistic business and sustainable management plans.

3.4.2 Monitoring Indicators

Management and Development Programme:

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

3. Improved KAP in respect of aquaculture management and development {Source(s) of verification – KAP surveys, relevant national and regional reports}

3.4.3 Organizational Results

E1 – Policy, institutional and legal frameworks enabling responsible aquaculture development have been established in the CRFM member countries.
&
E3 – Voluntary guidelines, best management practices and standards for sustainable aquaculture in the Caribbean developed and adopted by the stakeholders.

E1/E3-1 Working Group on Aquaculture [CCCFP-PoA: 10.5] (PMFMD)
The Aquaculture Working Group will oversee the implementation of an agreed 5-year Aquaculture Plan of Action to support the sustainable development / expansion of aquaculture production in the region the following specific actions:

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

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.

E2-1 CARICOM/Cuba Technical Cooperation in Aquaculture [CCCFP-PoA: 10.5, 10.6] (PMFMD + ED)

1. Promote the development of aquaculture as a strategy for increasing the sustainable supply of fish.

3.5 Strategic Objective F: Adaptation to climate change and disaster risk management in fisheries

Climate change and variability and how the fisheries and aquaculture sector in the Caribbean could best adapt to these have become important subjects in recent years. In collaboration with the relevant regional and international organizations (CDEMA, CCCCC, UWI, FAO and WECAFC) CRFM carried out an assessment in 2012 and developed a regional Strategy, action

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

3.5.1 Outcomes

Management and Development Programme:

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

3.5.2 Monitoring Indicators

Management and Development Programme:

1. Available, improved risk management plans and systems incorporating CC and DRM planning considerations {Source(s) of verification - relevant national and CRFM reports}.
2. Improved KAP regarding CC and DRM {Source(s) of verification – KAP survey reports, relevant national and CRFM reports}.

3.5.3 Organizational Results

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.

F1 -1 Climate Change Adaptation and Disaster Risk Management in Fisheries and Aquaculture in the CARICOM Region – Regional Strategy and Action Plan [CCCFP-PoA: 8.4 & 11.2/5/7/14 & 12.6/7] (all staff)

1. Promote the development of aquaculture as a strategy for increasing the sustainable supply of fish.
2. Incorporate Strategy and Action Plan into national programmes and plans, with effective implementation.
3. Keep performance of Strategy and Action Plan under review and evaluation.

F1/F4-1 Supporting implementation of a parametric insurance scheme for the fisheries sectors of Caribbean SIDS and adoption of climate smart fisheries management - CEFAS Project [CCCFP-PoA:121.6] (PMFMD)

1. Collaborate with CEFAS to support development of a fisheries assessment methodology that will be used to assess insurance premium price.
2. Collaborate with CEFAS to increase regional resilience of Caribbean fisheries sectors to climate change related severe weather events leading to insurance premium reductions.

3. Collaborate with CEFAS to support national progress of candidate Caribbean SIDS against the 2nd CRFM Strategic Plan, which is based on the CCCFP

F1/F4-2 CC4FISH [CCCFP-PoA: 10.13/10.14 & 20.9] (PMRRA + SIA)

1. Same activities as noted in section 3.3 under Strategic Objectives C and D.

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).

F2-1 Investment Plan for the Caribbean Regional Track of the Pilot Program for Climate Resilience (Consultancy for development of Early Warning and Emergency Response System for fishers) [CCCFP-PoA: 10.1 – 10.3] (PMRRA, being handled by DED)

1. Completion of EWERS contract that aims to reduce the risks to fishers associated with climate change and variability through development of an Early Warning and Emergency Response System (EWERS) for fisherfolk and fishing communities and provision of training in use of system for the 4 participating PPCR countries (Dominica, Grenada, St. Lucia, and St. Vincent and the Grenadines).
2. Continue and complete testing of EWERs and associated e-services for the 4 participating PPCR countries.
3. Prepare training workshop reports.
4. Finalize User and Administration Manuals.
5. Prepare Final Technical Report in respect of EWERS contract.

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.

F3-1 CEFAS Project - Caribbean Marine Climate Change Report Card [CCCFP-PoA:11.17; 12.6] (PMFMD)

1. Revise/update report card that summarizes current scientific understanding of climate change impacts on the regions marine environment [to help Caribbean scientists and decision-makers to understand and respond to the likely impacts of marine climate change]

F3-2 Investment Plan for the Caribbean Regional Track of the Pilot Program for Climate Resilience (Consultancy to improve the information base and its usage for climate-smart fisheries planning and management decision-making, as well as, risk management in the fisheries sector) [CCCFP-PoA: 8.4 & 11.2/5/7/14 & 12.6/7] (PMRRA, being handled by DED)

1. Same activities as noted in under F1-1.
2. In addition, update the Regional Strategy and Action Plan for Climate Change Adaptation and Disaster Risk Management in Fisheries and Aquaculture to include findings and recommendations from activities completed under the project; and
3. Prepare consultancy's final technical report.

F3-3 Sustainable energy (AECID) 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 the Spanish Agency for International Development Cooperation (Agencia Española de Cooperación Internacional para el Desarrollo – AECID)
2. Demonstrate that the operating cost of the fisheries sector can be reduced through the use of renewable energy for storage and processing

F3-4 Coral Reef Action Plan [CCCFP-PoA: 10.12] (PMFMD)

1. Raise public and stakeholder awareness of the vulnerabilities.
2. Continue to promote a participatory approach to increasing coral reef resilience to climate change and for 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.

F3-5 GCF (IRCFish) 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 utilisation of value chain approaches to development of fisheries products

3.6 Strategic Objective G: Capacity building and institutional strengthening

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

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

3.6.1 Outcomes

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

3.6.2 Monitoring Indicators

1. New persons trained every year {Source(s) of verification - relevant CRFM reports, and also trainee reports}.
2. Strengthened and sustained capacity building programmes {Source(s) of verification - relevant CRFM reports, and also trainee reports}.
3. Sustained and increased national-level investment in/ usage of improved human and institutional expertise {Source(s) of verification - relevant national reports, and also trainee reports}.

3.6.3 Organizational Results

G1 - Fisheries governance is benefiting from strengthened national fisheries administrations and other supporting institutional frameworks.

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, 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.

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.

G2/G5-1 CNFO / Fisherfolk Development [CCCFP-PoA: 10.1 – 10.3] (ED, PMFMD, PMRRA & SIA)

1. Activity details provided in section 3.3 under Strategic Objectives C and D.
2. Also, continued support for implementation of Early Warning and Emergency Response System following completion of F2-1 activity noted in previous section.
3. Continued support for capacity building in co-management based on the achievement of the CARIFICO Project.

G2/G5-2 CC4FISH [CCCFP-PoA: 10.13/10.14 & 20.9] (PMRRA & SIA)

2. Same capacity-building activities as noted in section 3.3 under Strategic Objectives C and D.

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.

G3/G4-1 CRFM inter-agency MOU implementation for capacity building & institutional strengthening [CCCFP-PoA: 19] (All staff)

1. Same as for G1-1.

G3/G4-2 Investment Plan for the Caribbean Regional Track of the Pilot Program for Climate Resilience (Consultancy work package to Conduct of Fishery-related Ecological and Socio-economic Impact Assessments) [CCCFP-PoA: 8.4 & 11.2/5/7/9/14/17 & 12.6/7] (DED, PMRRA)

1. Project capacity building activity details are provided in sections 3.1 and 3.2 under Strategic Objectives A and B

G3/G4-3 Norwegian sponsored project Strengthening evidence based decision-making in CARICOM fisheries [CCCFP-PoA: 11.5/7] (ED, DED, PMFMD, & PMRRA)

1. Project activity details are provided in sections 3.1 and 3.2 under Strategic Objectives A and B.
2. Regarding capacity building and institutional strengthening activities, the project will:
    a. Undertake a detailed oversight on existing capacities and competences and a training needs plan with regards to research and management capacity of the region;
    b. Train Fisheries Officers from two or three of the CRFM-Member States in fisheries data collection;
    c. 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;

d. Build research and management capacity of staff of fisheries divisions in Caribbean Countries.

3.7 Functional Objective H: Effective collaboration with member states and stakeholders

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

3.7.1 Outcomes

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

3.7.2 Monitoring Indicators

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

3.7.3 Organizational Results

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.

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 activities on programme and project development.

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 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.

H1/H2/H7-3 CRFM Strategic Review [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.

H1/H2/H7-4 CRFM Strategic Plan and Work Plans [CCCFP-PoA: 7 & 8] (All Staff)

1. Revise and update the Second Strategic Plan, 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.

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

H3 –The CRFM Communication Strategy is effectively implemented, addressing communication and information needs of CRFM members, Secretariat and other stakeholders.

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.
5. Promote and build capacity to increase use of ICT tools to share information and improve communication

H4 – The joint CRFM-OSPESCA Action Plan and other key partnerships and alliances that contribute to and complement the CRFM work are implemented effectively.

H4-1 CRFM-OSPESCA Action Plan [CCCFP-PoA: 8.1/2/3/5, 19] (ED + DED + PMs)

1. Implement Action Plan and prepare relevant implementation evaluation reports to facilitate review and update of the partnership.
2. Convene Second High-level Ministerial meeting on CRFM-OSPESCA cooperation.

NB - Activities given in previous sections are also relevant to this result, as follows:

a. C1/D2/D3/D4-4 Inter-agency MOUs;
b. C4/C5/D1-4 Enhancing fisheries governance activities;
c. C4/C5/D1-8 Participation in ICCAT Commission activities;
d. E2-1 CARICOM/Cuba Technical Cooperation in Aquaculture;
e. G1-1 CRFM inter-agency MOU implementation for capacity building & institutional strengthening.

H5 – The Caribbean Large Marine Ecosystem (CLME+) Strategic Action Programme (SAP) is implemented actively by the CRFM.

H5-1 Activities related to implementation of the CLME Strategic Action Programme (SAP) [CCCFP-PoA: 8.2, 8.3, 19] (ED + DED + PMs)

1. Implementation of the CLME+ Flyingfish sub-project (see activity details given in earlier sections) for which CRFM has lead responsibility;
2. Fulfill obligations as partner in CLME SAP Interim Coordinating Mechanism that aims to enhance regional coordination and collaboration, and support oversight and integration of actions for sustainable fisheries and for the protection and sustainable use of the marine environment;
3. Support implementation of the CLME+ Lobster sub-project;
4. Support implementation of the CLME+ Pelagic sub-project;
5. Support implementation of the CLME+ Shrimp and Groundfish sub-project;
6. Support implementation of the CLME+ Reef sub-project;
7. Support implementation of the CLME+ Biodiversity sub-project;

8. Contribute to CLME+ SAP monitoring and evaluation activities;
9. Contribute to development and finalisation of CLME+ State of Marine Environment and Associated Economies (SOMEE) report.

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 fora (ICCAT, UNCLOS, COFI) and events through its members or the Secretariat.

H6/H8-1 – Enhanced representation of CRFM countries in ICCAT and international fora and events through its members or the Secretariat [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 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. B1/B3/B4-2 Participation in ICCAT SCRS activities;
b. C4/C5/D1-8 Participation in ICCAT Commission activities;

3.8 Functional Objective I: Efficient and Effective administration

The work of CRFM with its members and other stakeholders requires effective administration. This functional objective seems obvious at first sight, but is introduced to further strengthen and improve the capacity of CRFM to deliver services that make implementation of its technical work more efficient and effective. Particular points it addresses in human resource management, finance and in administrative services, such as respectively staffing (e.g. succession planning, and timely filling of posts), staff development, administrative procedures, host country agreement issues, contributions of members to the (core) budget, and membership issues. This objective responds to the remarks of the Independent Performance Review that found certain mismatch between the structure of the CRFM and the documentary framework in which it operates, especially given the small number of people employed in the operational arm of that organization, i.e. the Secretariat. A similar remark seems to apply as a consequence to the structure of the Secretariat. The division of so little staff over two offices seems difficult to justify. This functional objective will also allow for identification of savings, efficiency gains and enhancement of administrative services.

3.8.1 Outcomes

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.

3.8.2 Monitoring Indicators

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

3.8.3 Organizational Results

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.

1. Continuous communication with Member States informing them of their contribution balances
2. Provide updates on CRFM achievements and benefits to the region at Forum meetings and other regional initiatives

I2 – Improved capacity in and resources available to the CRFM Secretariat to programme, plan and implement its activities in an effective and efficient manner.

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

I3 – CRFM is recognized as provider of accurate and relevant administrative, financial and management information to its members.

1. Conduct strategic review and initiate preparation of new strategic plan for CRFM.
2. Special Forum Meeting to review results of strategic review.
3. Prepare for and conduct independent annual financial audit, and prepare relevant audit report.

4. Present audit report to the Forum and Council for consideration in respect of CRFM management planning and decision-making.
5. Meetings of the CRFM Ministerial Council, Caribbean Fisheries Forum, and the Executive Committee of the Caribbean Fisheries Forum;
6. Resource Mobilization Committee, Senior Manager's Committee, Business Committee, Technical Team
7. Dissemination of newsletter and other information products

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.

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.

I5 - Efficiency savings and gains identified, agreed and implemented.

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.

4. SUMMARY BUDGET WITH WORK BREAKDOWN STRUCTURE

This is given in Appendix 1.

CARIBBEAN REGIONAL FISHERIES MECHANISM
BIENNIAL WORKPLAN AND BUDGET
FISCAL YEARS: 2018 / 2019 & 2019 / 2020
SUMMARY BUDGET SHEET

SO - A	**Information on status and trends in the fisheries and aquaculture sector**							
		2018 / 2019			**2019 / 2020**			**Grand Totals**
Code	**Organizational Results**	**Member States**	**Int'l / Reg'l Donor**	**2018/2019 Total**	**Member States**	**Int'l / Reg'l Donor**	**2018/2019 Total**	
A1	Countries and the CRFM Secretariat have strengthened capacities to collect, manage, analyze and use data and information for decision making, planning, policy formulation and implementation	23683	58426	82109	23863	0	23863	105972
A2	Appropriate (regional) standards for data and information sharing are adopted by the Countries, supported by a protocol for data and information sharing	23683	0	23683	23863	0	23863	47546
A3	A regional database on fisheries and aquaculture statistics and information from the CRFM members is established and maintained at the Secretariat offices	23683	47000	70683	23863	53000	76863	147546
A4	A CRFM Statistics and Information report is published annually	23683	0	23683	23863	0	23863	47546
	TOTALS	**94732**	**105426**	**200158**	**95452**	**53000**	**148452**	**348610**
SO - B	**Research and Development**							
B1	The social and economic performance of fisheries and aquaculture is evaluated and enhanced through appropriate measures (such as fuel saving technologies)	23683	0	23683	23683	0	23683	47366

B1&B3&B4	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.	23683	484500	508183	23683	160688	184371	692554
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.	23683	0	23683	23683	0	23683	47366
B5	Best-practices fisheries technologies and gears are introduced by CRFM members, accompanied by technology transfer compliant with international standards	23683	2500	26183	23683	2500	26183	52366
	TOTALS	**94732**	**487000**	**581732**	**94732**	**163188**	**257920**	**839652**
SO - C&D	**Sustainable management and use of fisheries resources**							

C1&D2&D3&D4	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	23683	66922.93	90605.93	25683	10500	36183	126788.93
C2&C6	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).	23683	0	23683	23683	0	23683	47366
C3	Fisheries legal frameworks in the CRFM member countries, in support of sustainable utilization of the fisheries resources, are updated and harmonized where possible.	23683	23220	46903	23683	19305	42988	89891

C4&C5&D1	C4 - Fisheries management and development plans and other fishery-specific conservation, management and recovery plans are prepared, adopted and implemented at national level and regional level where appropriate. & C5 – The state of fisheries resources and aquatic ecosystems in general in the CRFM mandate area is improved through effecting change to more sustainable fisheries practices. & D1 Small-scale fisherfolk organizations in CRFM member countries play an active role in planning, managing and monitoring fisheries.	23683	242539	266222	23683	136315	159998	426220
	TOTALS	**94732**	**332681.93**	**427413.93**	**96732**	**166120**	**262852**	**690265.93**
SO - E	**Sustainable development of aquaculture**							
E1&E3	E1 – Policy, institutional and legal frameworks enabling responsible aquaculture development have been established in the CRFM member countries. & E3 – Voluntary guidelines, best management practices and standards for sustainable aquaculture in the Caribbean developed and adopted by the stakeholders.	23683	2200	25883	23683	1200	24883	50766
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.	23683	0	23683	23683	0	23683	47366
	TOTALS	**47366**	**2200**	**49566**	**47366**	**1200**	**48566**	**98132**
SO - F	**Adaptation to climate change and disaster risk management in fisheries**							

F1&F4	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	23683	0	23683	23683	2000	25683	49366
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).	23683	0	23683	23683	2000	25683	49366
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.	23683	1000	24683	23683	28945.24	52628.24	77311.24
	TOTALS	**71049**	**1000**	**72049**	**71049**	**32945.24**	**103994.24**	**176043.24**
SO - G	**Capacity building and institutional strengthening**							
G1	Fisheries governance is benefiting from strengthened national fisheries administrations and other supporting institutional frameworks	23683	5000	28683	23683	5000	28683	57366
G2&G5	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.	23683	0	23683	23683	0	23683	47366

G3&G4	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.	23683	0	23683	23683	0	23683	47366
	TOTALS	**71049**	**5000**	**76049**	**71049**	**5000**	**76049**	**152098**
FO - H	**Effective collaboration with member states and stakeholders**							
H1&H2&H7	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.	23683	0	23683	23683	0	23683	47366
H3	The CRFM Communication Strategy is effectively implemented, addressing communication and information needs of CRFM members, Secretariat and other stakeholders.	23683	0	23683	23683	0	23683	47366
H4	The joint CRFM-OSPESCA Action Plan and other key partnerships and alliances that contribute to and complement the CRFM work are implemented effectively.	23683	0	23683	23683	0	23683	47366
H5	The Caribbean Large Marine Ecosystem (CLME+) Strategic Action Programme (SAP) is implemented actively by the CRFM.	23683	0	23683	23683	0	23683	47366

H6&H8	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 fora (ICCAT, UNCLOS, COFI) and events through its members or the Secretariat.	23683	6000	29683	23683	6000	29683	59366
	TOTALS	**118415**	**6000**	**124415**	**118415**	**6000**	**124415**	**248830**
SO - I	**Efficient and Effective administration**							
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.	46483	0	46483	57083	0	57083	103566
I2	Improved capacity in and resources available to the CRFM Secretariat to programme, plan and implement its activities in an effective and efficient manner.	46483	0	46483	57083	0	57083	103566
I3	CRFM is recognized as provider of accurate and relevant administrative, financial and management information to its members.	202483	100000	302483	160083	0	160083	462566
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.	46483	0	46483	57083	0	57083	103566
I5	Efficiency savings and gains identified, agreed and implemented.	46483	0	46483	57083	0	57083	103566
	TOTALS	**388415**	**100000**	**488415**	**388415**	**0**	**388415**	**876830**
	GRAND TOTALS	**980,490**	**1,039,308**	**2,019,798**	**983,210**	**427,453**	**1,410,663**	**3,430,461**