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ADMINISTRATIVE REPORT

CRFM BIENNIAL WORK PLAN AND BUDGET 1 April 2014 to 31 March 2016

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CRFM BIENNIAL Annual Work Plan and Budget

1 April 2014 to 31 March 2016

CRFM Secretariat
2014

**CRFM ADMINISTRATIVE REPORT – CRFM Biennial Annual Work Plan and Budget
1 April 2014 to 31 March 2016**

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LIST OF ACRONYMS

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

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

1. EXECUTIVE SUMMARY AND INTRODUCTION

Context

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

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

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

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

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

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

The Second Strategic Plan identifies the following three Strategic Goals:

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

The current document and layout

The present Biennial Work Plan and Budget is for Programme Years 2014 / 2015 and 2015 / 2016. In keeping with the requests of the 11th Meeting of the Forum and the 4th Special Meeting of the Ministerial Council, a new, more user-friendly format has been adopted, and for ease of cross-referencing, the presentation of content is also directly aligned with the strategic objectives and corresponding organizational results given in the Second Strategic Plan.

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

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

Major outputs

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

Objectives	Outputs expected to be completed, i.e. completed aspects of organizational results identified in Second Strategic Plan
<i>Strategic</i>	
A. Information on status and trends in the fisheries and aquaculture sector	A1 - Design, functionality and protocol for operation of regional database established A2 - Available advice on minimum data and information collection and sharing standards, and data and information policy drafted A3 - Countries have strengthened capacities in data collection, analysis, knowledge –sharing platform A4 - Updated CRFM Statistics and Information report
B. Research and Development	B1- Implementation of research agendas with partner agencies will be in progress. B2 - Management advice on the status of the flyingfish, queen conch, spiny lobster, Atlantic seabob B3 - Management performance advice for flyingfish, queen conch, spiny lobster, Atlantic seabob, lionfish B4 - Improved business approaches in targeted FAD fisheries B5 - Improved co-management and FAD fishing practices in targeted fisheries, and sharing of such knowledge
C: Sustainable management and use of fisheries resources	C1 & C2 - Implementation of CLME+ project, with governance and policy cycle reforms being implemented. C3 & C4 - Activities of the Forum, Council, and CRFM Member States in respect of adoption and implementation of agreed fisheries management plans and actions, and the lionfish response. C5 - Improved recording and reporting systems for supporting MCS and IUU estimation. C6 - Improved fisherfolk understanding of sustainable management and livelihood issues, and strengthened capacity for advocacy in management. C7 & C8 - In respect of reduction of post-harvest losses, and improved quality and safety of fish and fisheries, evaluation of gaps in legislation, coordinating mechanisms and human and institutional capacity, and recommendations for the way forward, with 50% of

	SPS project implemented.
D: Sustainable development of aquaculture	<p>D1, D2 & D3 - Reports of Working Group on Aquaculture, which will include reports on monitoring, evaluation, recommendations on a range of issues including: policy, legislation, research and technology, information systems, certification schemes, market promotion, best practices and guidelines. Proposals for aquaculture projects developed and submitted to JICA and other interested donor agencies.</p>
E: Adaptation to climate change and disaster risk management in fisheries	<p>E1, E2 & E3 - Improved data, information and knowledge base on impacts of climate change and disaster preparedness, and improved networking among partner agencies for contribution and exchange. Improved Stakeholder education, engagement and preparedness in respect of climate change planning, decision-making and response actions. Enhanced DRM governance, enhanced strategic and operational frameworks, enhanced institutional architecture and capacity for DRM.</p>
F: Capacity building and institutional strengthening	<p>F1, F2, F3 & F4 - Improved primary stakeholder capacity for pursuing more climate-resilient practices in their operations and for engaging in management planning and decision-making (CIDA, and CANARI-led projects) Continued formal, sponsored scholarships to pursue training programmes with IOI, UNU-FTP, AUSAID (ANCORS), UF</p>
<i>Functional</i>	
G: Effective collaboration with member states and stakeholders	<p>G1 - Successful implementation of CRFM Communication Strategy. G2 - Improved programme/ project management, monitoring, implementation and reporting mechanisms. G3 - Marked progress of the Joint CRFM-OSPESCA Action Plan and other key partnerships and alliances that contribute to and complement the CRFM work are implemented effectively. G4 - Identification and strengthening of CCCFP implementing agency, and development of relevant protocols to address immediate priority needs identified by the CRFM G5 - Improved organization/ coordination of Forum and Ministerial activities for more efficient decision-making. G6— Enhanced representation of CRFM interests in ICCAT, FAO and other UN fora of relevance.</p>
H: Efficient and Effective administration	<p>H1 - Recognition as reliable provider of information to its members H2 - Improved Secretariat capacity for effective and efficient programme planning and implementation H3 - Improvement in efficiency and impact of CRFM operations H4 - Recognition of adherence to international work standards and practices</p>

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 whole¹.

Goal

To establish, within the context of the Revised Treaty², 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 2014 – 2016 BIENNIAL WORKPLAN

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

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

The assembly and provision of information, knowledge and statistics on fisheries resources, fisheries and aquaculture production, fleets, gears used, fish and fisheries products trade is among the core functions of CRFM and its Technical Unit in particular. Information collection and information management in general are instrumental for proper decision making, planning and policy formulation and implementation of fisheries management and development plans. Coherent and harmonized approaches towards data and information collection and sharing are required that take into account the capacities of CRFM members and the capacity building needs to be developed in support of these approaches. Provision of support to the CRFM members to improve their capacity to collect,

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.

compile, analyze, store and disseminate/share relevant statistics and information in a timely manner, is required. The CRFM databases (CARIFIS and others) require updating or replacement with databases that are accessible through internet, in order to make data sharing and regional level analysis possible for the Secretariat and the members.

3.1.1 Outcomes

Statistics and Information Programme:

1. Agreed fisheries monitoring standards established by 2015 and supporting systems strengthened from fair to medium (at least major fishery resources covered) by 2016.
2. Improved usage of ICT tools, from fair to medium, for information and knowledge exchange by 2016.

Research and Resource Assessment Programme:

1. Minimum standard of fisheries status and trends information agreed by 2015 and supporting systems strengthened from fair to medium (at least major fishery resources covered) by 2016 in respect of major fishery resources

3.1.2 Monitoring Indicators

Statistics and Information Programme:

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

Research and Resource Assessment Programme:

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

3.1.3 Organizational Results

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

Major Activities under the SPCR - IDB project monitoring systems activity –

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

3. Establish design, functionality and protocol for operation of regional database.

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

Major Activities under the auspices of SPCR - IDB project monitoring systems activity -

1. Conduct desk study on data sharing policies of regional fisheries bodies and other relevant organizations to identify the issues and options for consideration by Member States.
2. Establish regionally acceptable data collection regimes and minimum standards to facilitate data and information sharing and reporting requirements at the regional and international levels.
3. Develop review and implement a Data and Information Policy (with endorsement by the Caribbean Fisheries Forum and Ministerial Council).

Major Activities under CKLN –

No specific activities identified – there is a portal established to promote sharing of knowledge and experiences and to establish communities of participation to encourage discussion and innovation in key areas – 10 clusters of CARICOM agencies are listed in the report of November 2013 meeting and CRFM is placed in cluster on Environment and Disaster Risk Management

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

A regional strategy to guide interventions aimed at improving fisheries data collection, analysis and management, including strengthening human and institutional capacities, for decision making, planning, policy formulation and implementation will be developed and adopted.

Major Activities under the auspices of SPCR - IDB project monitoring systems activity -

1. Convene Regional Training Workshop on data collection methods and use of the Fisheries and Environment Database.
2. Convene Regional Training Workshop on analysis of fisheries and environmental data, scenario-building and generation of management advice.
3. Convene annual meetings of the CRFM Data, Methods and Training Working Group to discuss key data requirements and appropriate methodologies for the species/fisheries identified for assessment as well as training in the methodologies to be applied.

Major Activities under CKLN –

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

Assistance provided by the ACP Fish II programme facilitated development of the CRFM Information and Communications Technology (ICT) Strategy, upgrading of the CRFM website and also some initial training of CRFM Secretariat staff and selected national fisheries staff in

use of the newly introduced ICT tools. The new ICT strategy has been approved by the Ministerial Council, and since then, the CRFM has secured funding from the CTA for continuing the efforts to mainstream usage and further development of ICT in CRFM's work.

Major Activities under CTA knowledge platform -

1. Build organizational capacity to host debates and discussions online using existing systems
2. Develop structured systems of key reference information to facilitate availability online
3. Targeted users make effective use of email/web exchange systems and social media to support their communities of practice and discuss ARD issues; and
4. Put in place an integrated platform for knowledge exchange

Major Activities on CARIFIS

1. Provide assistance to the Member States for retrieval / recovery of the data now residing in the CARIFIS databases
2. Determine the ongoing and planned initiatives in the region addressing data and information acquisition and management and create the necessary linkages and synergies at both the regional and national level as it relates to data and information acquisition and management.
3. Seek technical assistance and expert advice on suitable systems (databases to accommodate the identified needs at both the national and regional levels
4. Develop proposals in coordination with Member States to mobilize the requisite resources for the development and implementation of appropriate systems as prescribed by Member States
5. Assist Member States to develop modern programmes / databases in a more suitable implementation of SQL.

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

Major Activities –

1. Collect fisheries data from CRFM Member States
2. Analysis of data collected from CRFM Member States
3. Preparation of a 2014 – 2016 CRFM Statistics and Information Report

3.2 Strategic Objective B: Research and Development

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

develop and implement the joint research agenda and deliver the specific technical advice and recommendations required to inform fisheries management planning and implementation at national and regional level.

3.2.1 Outcomes

Research and Resource Assessment Programme:

1. Improved information and knowledge on the status of key fishery resources, through the completion of at least 2 scientific meetings and 2 new stock assessments.
2. Improved knowledge and information of the impacts of climate change on at least 3 major fishery resources, from a general level to a more specific level of understanding supported by quantitative information.
3. Strengthened regional network of research and assessment, from an ad hoc approach to a mainstreamed collaborative approach, evidenced by the key priority areas of the CRFM-OSPESCA Joint Action Plan and other regionally agreed research goals being addressed.

3.2.2 Monitoring Indicators

Research and Resource Assessment Programme:

1. Improved and updated status information for at least 2 fishery resources {Source(s) of verification - CRFM reports}.
2. Improved (quantitative) appreciation of selected specific climate change impacts on at least 3 major fishery resources {Source(s) of verification - CRFM reports}.
3. Improved scientific networking and improved coordination in addressing shared goals {Source(s) of verification - CRFM reports, network analysis reports, KAP survey reports}

3.2.3 Organizational Results

B1 – A regional (joint) fisheries and aquaculture research agenda is effectively implemented through annual scientific meetings, joint species specific Working Groups, and targeted research projects and collaboration with national, regional and international academic and research institutions.

Major activities -

1. Collaborate with OSPESCA, WECAFC and other RFBs and regional organizations with overlapping mandates (CCCCC, CDEMA, CIMH),
2. Collaborate with research institutions in the region and beyond (e.g. UWI, UF, UNU, ANCORS – University of Wollongong, VIMS) to advance our research partnerships
3. Collaborate with regional initiatives (CLME+, REBYC_II LAC project) responsible for the coordination of regional projects to develop and formalize research projects that address key policy, governance and management issues in fisheries and aquaculture.

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

Major Activities under the CRFM Annual Scientific Meeting –

1. Conduct assessments of high priority species/fisheries as identified by Member States and based on the availability of appropriate data and information;
2. Assist Member States in meeting their scientific and research obligations under regional joint working groups established for assessment and management of selected species/fisheries in the Caribbean region.
3. Provide management advice for the species/fisheries assessed;
4. Conduct training for Fisheries Officers participating in CRFM Working Group activities to facilitate improved data collection and management for species/fishery assessment purposes;
5. Review, publish and disseminate research reports and papers of the CRFM Annual Scientific Meeting.

Major Activities under the Working Group on Data, Methods and Training –

1. Identify data requirements for integrating environmental parameters; climate variability and change into resource assessments.
2. Recommend improvements in data collection required to facilitate assessments during annual scientific meetings.
3. Review data management and fishery assessment methodologies with emphasis on those that are suitable for application to Caribbean fisheries;
4. Recommend appropriate data management and fishery assessment methodologies;
5. Prepare data for assessments as required by the respective CRFM Resource Working Groups.
6. Convene regional training workshop on use of the Regional Fisheries and Environment Database [Depends on funding under IDB-SPCR Project].
7. Conduct training in the use of methodologies identified for assessment of high priority species / fisheries that incorporate social, economic, ecological and environmental data, and generation of management advice. [Dependent on part funding under the IDB-SPCR Project]
8. Review, publish and disseminate research reports and papers of the DMTWG.

Major activities of CRFM technical Working Groups (CLWG, LPWG, RSWG, SCPWG and SGWG) –

1. Convene annual on-site meetings of the respective working groups depending on availability of appropriate data and member state feedback on required assessments;
2. Develop biennial working group Terms of Reference that take into account, *inter alia*, species-specific priorities identified by the CRFM and scientific commitments under agreed MOUs and projects, e.g. CRFM-OSPESCA Plan, CLME SAP, etc.
3. Conduct assessments of the status of the respective species / fisheries resources – guided by data availability and Member State feedback – where possible integrate social, economic, ecological, environmental and climate related data into assessments;
4. Review research reports and papers of the CRFM Working Groups;
5. Provide management recommendations based on fisheries resource assessments;
6. Assess current data collection activities, identify data gaps and develop strategy to address data gaps in commercial and recreational fisheries;
7. Monitor effectiveness of management and conservation measures.

8. Review national progress in implementation of the regional lionfish strategy if data exist and propose recommendations on the way forward;
9. Review and evaluate performance of MPAs if data exist and propose recommendations on the way forward;
10. Review, publish and disseminate research reports and papers of the respective Working Groups.

Major activities under the agreed Regional Lionfish Strategy

1. Provide support to countries on fisheries data collection programmes for the Lionfish.
2. Review national progress in implementation of the regional lionfish strategy if data exist and propose recommendations on the way forward.

Major Activities under Joint WECAFC Working Groups –

1. 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.

Major activities under CRFM participation in ICCAT SCRS

1. Coordinate CRFM scientific inputs via the activities of the LPWG
2. Preparation of CRFM annual report to ICCAT on behalf of CARICOM
3. ICCAT SCRS meeting participation and provision of feedback to Member States.

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

Major activities of CRFM technical Working Groups (CLWG, LPWG, RSWG, SCPWG and SGWG) –

1. Monitor effectiveness of management and conservation measures.
2. Review national progress in implementation of the regional lionfish strategy if data exist and propose recommendations on the way forward;
3. Review and evaluate performance of MPAs if data exist and propose recommendations on the way forward;
4. Review, publish and disseminate research reports and papers of the respective Working Groups.

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

Major activities under the CRFM-UF MOU -

1. To collaborate with UF on the development of new research projects to address CRFM strategic priorities, and informed by the outcomes of the previous UF research studies.
2. To assist with the planning and implementation of workshops and meetings in Dominica and St. Vincent and the Grenadines to discuss FAD fishing use data and management options.
3. To provide technical backstopping on the UF research activities, as required.

- Estimation of the economic valuation of fisheries and aquaculture in the region

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

Major activities CARIFICO Project -

1. Develop and implement suitable fisheries co-management approaches in 6 OECS countries
2. Share achievements and lessons learnt with other CRFM States.

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

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

3.3.1 Outcomes

Management and Development Programme:

1. Strengthened regional coordination of management, through a new mainstreamed approach of using specific management working groups to advance the development of new key fishery management and conservation decisions, positions or plans agreed by the Forum and Council bodies and to promote implementation of these at the national and regional levels, as required.
2. Strengthened participatory management practices, from an ad hoc approach to a mainstreamed approach, effected 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

Management and Development Programme:

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

3.3.3 Organizational Results

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

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

Major activities CLME + –

1. Determine the mandate to operationalise a Regional Fisheries Management Organisation (RFMO or alternative arrangement) for the management of shared living marine resources.
2. Coordinate and enhance sub-regional / regional and national efforts for the conservation of the biodiversity of reef and associated habitats.

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

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

Major activities by the CRFM Ministerial Council -

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

Major activities by the Caribbean Fisheries Forum –

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

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

Major activities on ICCAT and by the CRFM Working Group on ICCAT (WGI)

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

Major activities under Lionfish (regional strategy, national plans) -

1. Initiate data collection on the Lionfish to facilitate resource assessment.
2. Review the status of national programmes to implement the regional strategy for control of the Lionfish.
3. Convene Meeting (coinciding with meeting of DMTWG) to discuss options for assessing the impact of lionfish invasion in CRFM Member States.

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

Major activities under Working Group on IUU -

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

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

Major activities -

CNFO development (CANARI project)

1. Support strengthening of the capacity of the Fisherfolk and their organisations to undertake advocacy

TNC-CNFO ECMMAN project

Major activities -

1. Support the establishment new and strengthening existing marine managed areas (MMAs)

2. Support the building of strong constituencies for sustainable livelihoods and ocean use, including MMA co-management

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

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

Major activities to improve sanitary and phytosanitary measures (EU-SPS project) -

1. Prepare project workplan and obtain endorsement at project partner and Forum levels.
2. Develop model legislation, protocols, standards, measures and guidelines for health and food safety (AHFS) in fisheries.
3. Develop effective national and regional coordination mechanisms in the support of the SPS regime.
4. Develop / strengthen the national and / or regional regulatory and industry capacity to meet the SPS requirements of international trade [in areas such as inspection, import / export certification, diagnostics, risk assessment, surveillance, reporting, e.g. HACCP, GAP, GMP]
5. Prepare the necessary report on project evaluation and achievements for consideration by the Forum and Council.

3.4 Strategic objective D: Sustainable development of aquaculture

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

3.4.1 Outcomes

Management and Development Programme:

1. Improved knowledge and information on the development and management of aquaculture, from a present low, inactive level to a level nurturing active engagement and

- collaboration, effected through activation of WGA, with annual reports generated containing specific development and management advice.
2. Strengthened and expanded sustainable aquaculture management practices, with specific supporting holistic business and sustainable management plans for continuing and expanding the work commenced under the JICA Master Plan Project.

3.4.2 Monitoring Indicators

Management and Development Programme:

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

3.4.3 Organizational Results

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

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

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

Major activities by the Working Group on Aquaculture

The Aquaculture Working Group will assist with the preparation of a regional strategy and action plan to support the expansion of aquaculture production in the region. The Strategy and Plan will address:

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.

Major activities for proposed JICA aquaculture project -

1. Prepare project proposal for consideration by JICA
2. Conduct follow-up negotiations with JICA for finalization and adoption of proposal.

3. Provide technical support for implementation of project activities, if these commence within the lifespan of this workplan.

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

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

3.5.1 Outcomes

Research and Resource Assessment Programme:

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

Management and Development Programme:

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

3.5.2 Monitoring Indicators

Research and Resource Assessment Programme:

1. More knowledgeable stakeholders on the specific impacts of climate change {Source(s) of verification - KAP survey reports, communication / information tool usage analysis reports}.

Management and Development Programme:

1. Improved adaptation of plans and systems to CC and DRM {Source(s) of verification - relevant national and CRFM reports}.

3.5.3 Organizational Results

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

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

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

The CRFM, in collaboration with CDEMA, CCCCC, FAO and other members of the ASSC / TMAC, considered the results of global and regional consultations on reducing the vulnerability of fishing and fish farming to disasters and climate change impacts, and during 2011-2013, worked to formulate a strategy, action plan and programme proposal on disaster risk management, climate change adaptation in fisheries and aquaculture in the CARICOM region, which was approved by the Ministerial council in 2013. It should be noted that the strategy, action plan and programme proposal took into account regional and global agreements, and were also informed by a field assessment study. Implementation is expected to be supported through specific donor-funded projects, some of which require partnership arrangements with other agencies and economic sectors.

Major activities under the proposed CCA / DRM – CIDA Project -

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

Major activities under the Climate change IDB funded SPCR project (MFisheries adaptation activity, public awareness aspects)

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

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

Major activities under Coral reef climate change project (management / stakeholder aspects) -

1. Raise public and stakeholder awareness of the vulnerabilities.

2. Promote a participatory approach to increasing coral reef resilience to climate change and for improve compliance.
3. Investigate livelihood options in the context of climate change impacts on coral reefs and their services.

Major activities under the Agriculture Disaster Risk Management Committee (ASSC / TMAC)

1. In collaboration with other sectors working through their respective regional organizations, implement activities developed under the agreed annual work programme in respect of fisheries. These activities are directed at enhanced DRM governance, enhanced strategic and operational frameworks, enhanced institutional architecture and capacity for DRM.

3.6 Strategic Objective F: Capacity building and institutional strengthening

At the core of CRFM's 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

Management and Development Programme:

1. 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. Successful capacity building and institutional strengthening programmes, evidenced by continuing, new and refined programmes implemented.

3.6.2 Monitoring Indicators

Management and Development Programme:

1. Increase in number of persons trained {Source(s) of verification - relevant CRFM reports, and also trainee reports}.

2. Strengthened capacity building programmes {Source(s) of verification - relevant CRFM reports, and also trainee reports}.

3.6.3 Organizational Results

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

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

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

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

Major activities for CNFO development

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

Major activities under CCA / DRM (fisherfolk training – CIDA project)

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

Major activities in capacity building/ training (IOI, UNU-FTP, AUSAID (ANCORS), UF scholarships)

1. Provide general and specific support for oversight, coordination, quality control (monitoring and evaluation) for successful realization of agreed MOUs, and delivery of planned training opportunities.
2. Provide feedback to both the Forum and Ministerial Council on the achievements in capacity building.
3. Pursue additional training opportunities, consistent with the capacity building needs identified by the CRFM.

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

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

3.7.1 Outcomes

Advocacy, Policy and Planning Programme:

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

3.7.2 Monitoring Indicators

Advocacy, Policy and Planning Programme:

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

3.7.3 Organizational Results

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

Major activities -

1. Activities, as described to be undertaken under the CKLN and CTA-Knowledge Platform activities (see A3).
2. General daily oversight and quality control for implementation of CRFM Communications Strategy, including management of information dissemination.

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

Major activities -

1. Resource Mobilization Committee

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

Major activities -

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

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

Major activities -

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

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

Major activities -

1. Additional programme and project develop activities, as identified by the CRFM and approved by the Council.
2. Improvement CRFM management, through improved Forum and Ministerial Council coordination and conflict resolution processes.
3. Promote and build capacity to increase use of ICT tools to share information and improve communication

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

Major activities -

1. Collaboration with ICCAT for improvement of the management of tuna and tuna-like species.

2. Collaboration with FAO, via COFI and WECAFC.
3. Collaboration with other UN Agencies with an interest in fisheries and oceans management.

3.8 Functional Objective H: Efficient and Effective administration

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

3.8.1 Outcomes

Administration:

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

3.8.2 Monitoring Indicators

Administration:

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

3.8.3 Organizational Results

H1 – CRFM is recognized as provider of accurate and relevant administrative, financial and management information to its members.

Major Activities:

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

H2 – Improved capacity of the CRFM Secretariat to programme, plan and implement its activities in an effective and efficient manner.

Major Activities:

1. Ministerial Council Meetings
2. Forum Meetings
3. Executive Committee Meetings
4. Coordination of Programmes and liaison with organizations and Member States
5. Other Workshops / Training and Meetings

H3 – Efficiency savings and gains identified, agreed and implemented.

Major Activities:

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

H4 – CRFM is recognized as employer that implements best practices in performance- and staff management, committed to staff development and ethical behavior of its workforce.

Major activities

1. Annual technical, financial and administration audits.
2. Independent performance reviews, as required by donor and partner agencies.
3. Staff training
4. Internal review and updating of accounting, procurement, internal control, audit, administrative systems and procedures to satisfy international best practice certification such as the EU Pillar Assessment. Upgrading of Operations Manual.

4. SUMMARY BUDGET WITH WORK BREAKDOWN STRUCTURE

This is given in Appendix 1.

Appendix 1: Summary Budget with Work Breakdown Structure

CARIBBEAN REGIONAL FISHERIES MECHANISM BIENNIAL WORKPLAN AND BUDGET FISCAL YEARS: 2014 / 2015 & 2015 / 2016 SUMMARY BUDGET SHEET								
Code	Strategic Objectives / Organizational Results	2014 / 2015			2015 / 2016			Grand Totals
		Member States	Int'l / Reg'l Donor	2014/2015 Total	Member States	Int'l / Reg'l Donor	2015/2016 Total	
SO - A	Information on status and trends in the fisheries and aquaculture sector							
A1	A regional database on fisheries and aquaculture statistics and information from the CRFM members is established and maintained at CRFM headquarters.	69,928	0	69,928	72,026	147,658	219,684	289,612
A2	Appropriate standards for data and information sharing are adopted by the Countries, supported by a protocol for data and information sharing.	0	0	-	0	0	-	-
A3	Countries have strengthened capacities to collect, analyze and use data and information for decision making, planning, policy formulation and implementation.	27,414	110,262	137,676	16,335	48,394	64,729	202,405
A4	A CRFM Statistics and Information report is published bi-annually	5,000	0	5,000	5000	0	-	5,000
	TOTALS	102,342	110,262	212,604	93,361	196,052	284,413	497,017
SO - B	Research & Development							
B1	A regional (joint) fisheries and aquaculture research agenda is effectively implemented through annual scientific meetings, joint species specific Working Groups, and targeted research projects and collaboration with national, regional and international a	69,928	0	69,928	72,026	0	72,026	141,954
B2	The status of the ten most important commercially targeted fisheries stocks in the CRFM region is known, to determine the MSY, need for conservation and potential scope for increase in production	124,489	0	124,489	73,181	112,628	185,809	310,298
B3	The effectiveness of management and conservation measures is monitored and evaluated in line with internationally accepted indicators, and results are made publicly available	0	0	-	0	0	0	-
B4	The social and economic performance of fisheries and aquaculture is enhanced through appropriate measures (such as fuel saving technologies)	0	0	-	0	0	0	-
B5	Best-practices fisheries technologies and gears are introduced by CRFM members, accompanied by technology transfer compliant with international standards	0	326,735	326,735	0	326,735	326,735	653,470
	TOTALS	194,417	326,735	521,152	145,207	439,363	584,570	1,105,722

SO - C		Sustainable Management and Use of Fisheries Resources						
C1	CRFM members have improved policies and standards that facilitate the implementation of the CFP and CCRF and other international fisheries instruments	69,928	0	69,928	72,026	0	72,026	141,954
&								
C2	Fisheries legal frameworks in the CRFM member countries, in support of sustainable utilization of the fisheries resources, are updated and harmonized where possible							
C3	Fisheries management and development plans and other fishery-specific conservation, management and recovery plans are prepared, adopted and implemented at national level and regional level where appropriate.	17,538	0	17,538	17,538	360,000	377,538	395,076
&								
C4	The state of fisheries resources and aquatic ecosystems in general in the CRFM mandate area has improved due to change to more sustainable fisheries practices							
C5	Fisheries operations by all CRFM members are more transparent, efficient, safer and compliant with rules at all levels through established and functioning Monitoring, Control and Surveillance (MCS) systems, including a regional vessel monitoring system (V	5,499	51,607	57,106	5,499	56,768	62,267	119,374
C6	Small-scale fisherfolk organizations in CRFM member countries are strengthened and play an active role in planning, managing and monitoring fisheries	2,468	82,317	84,784	2,468	90,548	93,016	177,800
C7	Post-harvest losses have reduced and fish and fisheries products quality and safety have improved in the CRFM member countries	0	311,500	311,500	0	394,500	394,500	706,000
&								
C8	The infrastructure for marketing and trade of fish and fisheries products in the CRFM member countries has improved and meets domestic needs and international standards where required							
TOTALS		95,433	445,424	540,857	97,531	901,817	999,347	1,540,204
SO - D		Sustainable Development of Aquaculture						
D1	CRFM members have increased production of fish and fish products through sustainable expansion, diversification of species and intensification of aquaculture production systems.							
&								
D2	Policy and legal frameworks enabling responsible aquaculture development have been established in the CRFM member countries	69,928	210,738	280,666	72,026	242,550	314,576	595,242
&								
D3	Voluntary guidelines, best management practices and standards for sustainable aquaculture in the Caribbean developed and adopted by the stakeholders							
TOTALS		69,928	210,738	280,666	72,026	242,550	314,576	595,242

SO - E	Adaptation to climate change and disaster risk management in fisheries							
E1	CRFM members have incorporated the "CARICOM strategy and action plan on climate change adaptation and disaster risk management in fisheries and aquaculture" in their national programmes and plans and are effectively implementing at national level							
&								
E2	Fisherfolk and fishing communities' vulnerability to crisis, threats and emergencies is reduced through better preparedness and integration of disaster risk management approaches	104,863	98,370	203,233	124,115	529,741	653,856	857,089
&								
E3	Partnerships with CDEMA, 5Cs, FAO and others are strengthened to effectively address climate change adaptation issues in fisheries and aquaculture and enable the CRFM to play a more active role and coordinating role in this subject							
	TOTALS	104,863	98,370	203,233	124,115	529,741	653,856	857,089
SO - F	Capacity building and institutional strengthening							
F1	Fisheries Governance is benefiting from strengthened national fisheries administrations and other supporting institutional frameworks							
F2	Fisherfolk organizations and their representatives are competent and capable to participate actively in fisheries management and conservation processes at local, national and regional level.	69,928	889,089	959,017	72,026	1,006,569	1,078,595	2,037,612
F3	Dedicated fisheries skills development programmes designed and implemented at national and regional level through strengthened fisheries extension services							
F4	CRFM member countries and stakeholders have access to formal fisheries and aquaculture education programmes designed and implemented at CARICOM level							
	TOTALS	69,928	889,089	959,017	72,026	1,006,569	1,078,595	2,037,612
SO - G	Effective collaboration with member states and stakeholders							
G1	The CRFM Communication Strategy is effectively implemented, addressing communication and information needs of CRFM members, Secretariat and other stakeholders.	69,928	0	69,928	72,026	0	72,026	141,954
G2	Effective programme and project development that addresses CRFM members needs and priorities, accompanied by efficient resource mobilization, monitoring, implementation and reporting mechanisms.	0	0	-	0	0	0	-
G3	The joint CRFM-OSPESCA Action Plan and other key partnerships and alliances that contribute to and complement the CRFM work are implemented effectively.	5,634	5,000	10,634	-	5,000	5,000	15,634
G4	Strengthened capacity of the CRFM Secretariat to assume the additional responsibilities that accompany the role of CRFM as Competent Agency to support implementation of the CFP.	1,000	-	1,000	35,533	-	5,000	6,000
G5	Effective direction of CRFM through improved governance, conflict resolution capacity and oversight.	16,000	0	16,000	26,000	0	26,000	42,000
G6	Enhanced representation of CRFM countries in international fora and events through its members or the Secretariat.	10,000	10,000	20,000	10,000	10,000	20,000	40,000
	TOTALS	102,562	15,000	117,562	143,559	15,000	128,026	245,588

SO - H	Efficient and Effective Administration							
H1	CRFM is recognized as provider of accurate and relevant administrative, financial and management information to its members	79,928	0	79,928	88,026	0	88,026	167,954
H2	Improved capacity of the CRFM Secretariat to programme, plan and implement its activities in an effective and efficient manner	108,100	176000	284,100	115,350	0	115,350	399,450
H3	Efficiency savings and gains identified, agreed and implemented	36,400	0	36,400	12,700	0	12,700	49,100
H4	CRFM is recognized as employer that implements best practices in performance- and staff management, committed to staff development and ethical behavior of its workforce	10,400	0	10,400	10,400	0	10,400	20,800
TOTALS		234,828	176000	410,828	226,476	0	226,476	637,304
GRAND TOTAL		974,301	2,271,618	3,245,919	974,301	3,331,092	4,269,859	7,515,778

FINANCING STRATEGY:	DIRECT FINANCING		IN-DIRECT	TOTALS
	Member States	Int'l Donors	Int'l Donors	
FY 2014 - 2015	974,301	290,106	1,981,512	3,245,919
FY 2015-2016	974,301	90,548	3,205,010	4,269,859
TOTALS	1,948,602	380,654	5,186,522	7,515,778

Note:

Direct Financing = Funds sent to CRFM, and projects are managed by the CRFM (except in the case of the CNFO Project).

In-direct Financing = Funds are not sent to CRFM for management. Projects are implemented by external entities in collaboration with the CRFM.