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**CARIBBEAN REGIONAL FISHERIES MECHANISM (CRFM)  
RESULTS BASED MANAGEMENT POLICY**

CRFM Secretariat  
2020

**CARIBBEAN REGIONAL FISHERIES MECHANISM RESULTS BASED MANAGEMENT POLICY**

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CRFM Secretariat,  
Belize

CRFM Special Publication No. 29

CARIBBEAN REGIONAL FISHERIES MECHANISM RESULTS BASED MANAGEMENT POLICY

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## EXECUTIVE SUMMARY

The CRFM was established in 2002 as a regional fisheries body of CARICOM with the following objectives: efficient management and sustainable development of marine and other aquatic resources within the jurisdictions of its Member States; promotion and establishment of co-operative arrangements among interested Member States for the efficient management of shared, straddling or highly migratory marine and other aquatic resources; and, provision of technical advisory and consultative services to fisheries divisions of Member States to assist with the development, management and conservation of their marine and other aquatic resources. In 2017, the CRFM was also given responsibility by CARICOM for serving as the Competent Agency for the CARICOM Community Common Fisheries Policy (CCCFP). The CCCFP is aimed at establishing a cooperative platform for the transformation of the fisheries sector, including creating opportunities for economic growth and prosperity, and safeguarding livelihoods.

Since the CRFM's establishment, the organisation's work has been guided by a planning process, involving the preparation of strategic plans and work plans. CRFM's First Strategic Plan spanned 2003-2011, and was reinforced with medium term plans and annual work plans. In 2012, the CRFM was benefited from an independent performance review that informed preparation of its Second Strategic Plan for the period 2013-2021. For the Second Strategic Plan, CRFM introduced biennial work plans that contained key elements of a results-based management in the form of outputs and outcomes, with accompanying indicators and identified the sources of verification.

As an affiliated institution of CARICOM, CRFM actively contributed to the implementation of CARICOM's First Strategic Plan that was for the period 2015-2019, and this involved preparation of annual operational plans and accompanying scorecards of achievements for the preceding year. These efforts were used to inform creation of a CARICOM Results-Based Management (RBM) System, which is being piloted in 2020, also with CRFM engagement. To guide management of the CARICOM RBM System, a CARICOM RBM Policy is being put in place. In turn, all CARICOM-affiliated institutions and CARICOM Member States have been requested to put in place RBM policies of their own, which would facilitate harmonization of the RBM approach across CARICOM.

The present CRFM RBM Policy has been prepared, taking into account the needs of the CARICOM RBM System, and the opportunity it creates for the CRFM to institute its own RBM System, which would enable improved and consistent performance management, evidence-based decision making, policy development and programming in all of CRFM's work. Specifically, the CRFM RBM policy will support good governance practices for the organization, through emphasis on implementation of a results-oriented management philosophy and approach, designed to improve project/programme design, management effectiveness, monitoring, reporting and accountability of achievement of results. The CRFM RBM policy will also seek to involve both the public and private sectors and to allow governments, agencies and organizations to systematically plan, manage and monitor results.

The Policy is underpinned by seven guiding principles, and provides directions on: scope and application, monitoring and evaluation, reporting, roles and responsibilities, data management, and management of policy implementation and review.

## ACRONYMNS AND ABBREVIATIONS

CANARI	Caribbean Natural Resources Institute
CARICOM	Caribbean Community
CARDI	Caribbean Agricultural Research and Development Institute
CCCFP	Caribbean Community Common Fisheries Policy
CDB	Caribbean Development Bank
CDEMA	Caribbean Disaster Emergency Management Agency
CFRAMP	CARICOM Fisheries Resource Assessment and Management Programme
CIDA	Canadian International Development Agency
CNFO	Caribbean Network of Fisherfolk Organizations
CRFM	Caribbean Regional Fisheries Mechanism
CRLG	CARICOM Results-Based Management Leadership Working Group
FAO	Food and Agriculture Organization of the United Nations
GEF	Global Environmental Facility
Ifremer	The French Research Institute for Exploitation of the Sea
IICA	Inter-American Institute for Cooperation on Agriculture
IOCARIBE/IOC/ UNESCO	Sub-Commission for the Caribbean and Adjacent Regions / Intergovernmental Oceanographic Commission / United Nations Education, Scientific and Cultural Organization
IOI	International Ocean Institute
IUU	Illegal, Unreported and Unregulated fishing
JICA	Japan International Cooperation Agency
MCS	Monitoring, Control and Surveillance
NACA	Network of Aquaculture Centers in Asia-Pacific
NGO	Non Governmental Organisation
OECS	Organisation of Eastern Caribbean States
OSPESCA	The Central American Fisheries and Aquaculture Organization
PMF	Performance Management Framework
RBM	Results Based Management
RFB	Regional Fisheries Body
SMART	Specific, Measurable, Attainable, Relevant and Time-bound
UNU-FTP	United Nations University – Fisheries Training Programme
UWI	University of the West Indies

## 1. BACKGROUND

### 1.1 CRFM historical context

The origins of the Caribbean Regional Fisheries Mechanism (CRFM) are to be found in a project funded largely by the Government of Canada and Member States of CARICOM to address a need felt by the CARICOM Member States for proper management and sustainable development of their fisheries resources. This resulted in the conclusion of a Cooperation Agreement between CARICOM and the Canadian International Development Agency (CIDA) in 1991, and an 8-year project entitled CARICOM Fisheries Resource Assessment and Management Program (CFRAMP).

During CFRAMP, which got extended to facilitate the completion of outputs foreseen, the foundation was prepared for the CRFM to start working independently at the end of the project.<sup>1</sup>

The CRFM was established by means of a regional intergovernmental agreement signed on 4 February 2002.<sup>2</sup> This agreement entered into force upon signature by seven Member States or Associate Members of CARICOM. In fact, entering into force of the agreement happened on the same day.<sup>3</sup> The CRFM adopted its own rules of procedure on 5 August 2002 and was officially inaugurated in Belize City, Belize, on 27 March 2003.

The core objectives of the CRFM are the following:

- Efficient management and sustainable development of marine and other aquatic resources within the jurisdictions of its Member States;
- Promotion and establishment of co-operative arrangements among interested Member States for the efficient management of shared, straddling or highly migratory marine and other aquatic resources;
- Provision of technical advisory and consultative services to fisheries divisions of Member States to assist with the development, management and conservation of their marine and other aquatic resources.

In its first years as an independent Regional Fisheries Body (RFB) the CRFM operationalized and strengthened its institutional set-up consisting of the CRFM Ministerial Council, Caribbean Fisheries Forum and the Technical Unit/Secretariat. The Secretariat made an effort to increase the number of members and in a couple of years the membership increased to 17. Currently, the CRFM membership consists of the following CARICOM members and CARICOM associate members (which include some United Kingdom's Overseas Territories): Anguilla, Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago and Turks and Caicos Islands. Under the CRFM Agreement they are all full members of the CRFM.

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1 See CRFM Administrative Report, Caribbean Regional Fisheries Mechanism Second Medium Term Plan 2008-2011 including a Review of the First Medium Term Plan, CRFM Secretariat, p. 1 (2009). Hereinafter CRFM Second Medium Term Plan. This close initial link with CARICOM is also reflected in the fact that the Host Country Agreements with the Government of Belize and of Saint Vincent and the Grenadines, which date back to 1991 and 1992 respectively and are still operational today, are both concluded with CARICOM as a partner.

2 Agreement establishing the Caribbean Regional Fisheries Mechanism. Multilateral, signed on 4 February 2002, 2242 *United Nations Treaty Series* pp. 271, 273-290. This agreement entered into force on 4 February 2002 (as available at <<http://www.caricom-fisheries.com/LinkClick.aspx?fileticket=k2y%2b0jOz%2ffY%3d&tabid=124>>. Hereinafter CRFM Agreement.

3 The following eight CARICOM Member States signed on 4 February 2002: Barbados, Belize, Grenada, Guyana, Jamaica, St Vincent and the Grenadines, Suriname, and Trinidad and Tobago.

The work in the first five years was guided by the First CRFM Strategic Plan (2002), which generally focused on:

- (i) Advocacy, Policy and Planning
- (ii) Fisheries Statistics and Information
- (iii) Fisheries Research and Resource Assessment
- (iv) Fisheries Resource Management and Development
- (v) Corporate Services Programmes; and
- (vi) Human Resources Development and Institutional Strengthening.

In response to a directive of CARICOM Heads of Government in 2003, a start was also made to draw up an agreement to establish a common fisheries regime. This initiative spanned several years, and the CRFM Ministerial Council issued a directive to prepare the Caribbean Community Common Fisheries Policy (CCCFP) in the first instance. The CCCFP was adopted formally as a Policy of CARICOM in October 2014, and the CRFM was formally designated as the Competent Agency for implementing the CCCFP in October 2017.

Emerging issues and challenges that became more important in later years included, among others: rising food prices, overexploitation of fisheries resources, illegal, unreported and unregulated (IUU) fishing practices, climate change and variability, the increasing fish quality and safety requirements in fish trade. The scope of CRFM's work has therefore broadened to include also, among other things, strengthening of fisherfolk organizations, promotion of aquaculture, monitoring, control and surveillance (MCS), small-business development, value chain management, climate change, and development of disaster risk reduction programmes for fisheries. In recent times, CRFM activity planning have included consideration to advance work on credit and insurance. Several of the new additional activity areas facilitate implementation of the core objectives of the CRFM, and several of the objectives of the CCCFP.

The vision underpinning the CCCFP is 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. This is supported by a related goal that states the intention to establish, within the context of the Revised Treaty, 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, so as to realise the agreed vision.

Specific objectives have been identified under the CCCFP. These are to:

- (a) promote the sustainable development of fishing and aquaculture industries in the Caribbean region as a means of, inter alia, increasing trade and export earnings, protecting food and nutrition security, assuring supply to Caribbean markets and improving income and employment opportunities;
- (b) develop harmonised measures and operating procedures for sustainable fisheries management, post-harvest practices, fisheries research and fisheries trade and the administration of the fishing industry;
- (c) improve the welfare and livelihoods of fishers and fishing communities;
- (d) prevent, deter and eliminate illegal, unreported and unregulated fishing, including by promoting the establishment and maintenance of effective monitoring, control, and surveillance systems;



- (e) build the institutional capabilities of Participating Parties, inter alia, to conduct research, collect and analyse data, improve networking and collaboration among Participating Parties, formulate and implement policies and make decisions;
- (f) integrate environmental, coastal and marine management considerations into fisheries policy so as to safeguard fisheries and associated ecosystems from anthropogenic threats and to mitigate the impacts of climate change and natural disasters;
- (g) transform the fisheries sector towards being market oriented, internationally competitive and environmentally sustainable, based on the highest international standards of quality assurance and sanitary and phytosanitary systems;
- (h) strengthen, upgrade and modernise fisheries legislation; and
- (i) facilitate the establishment of a regime for sanitary and phytosanitary systems for the fisheries sector.

## **1.2 CRFM Strategic Planning Process**

CRFM follows a structured strategic planning process, involving preparation of strategic plans that span 8-year periods, which are then supported by biennial and annual work plans. Performance Reviews of the organisation are conducted at intervals.

Towards the end of implementation of its first Strategic Plan, an Independent Performance Review of the CRFM was carried out by FAO in close collaboration with the CRFM members and its Secretariat in late 2012 and early 2013. The performance review examined the obligations of the CRFM members in relation to the international fisheries instruments, guidelines, best practices, theories, approaches and recent developments; those that are widely accepted and agreed by the CRFM member countries in their efforts to achieve sustainable management and conservation of the shared fisheries resources. At the time, the performance against the most essential components of fisheries management was reviewed, with an emphasis on the objectives and principles of the CRFM agreement and the performance against the second Medium Term Plan (2008 – 2011) of CRFM, which implemented the First Strategic Plan.

The 2012-13 independent performance review generated several priority recommendations to guide the CRFM's work in the future. Many of these recommendations were used to guide the development of the Second CRFM Strategic Plan (2013-2021).

The main strength of the CRFM is the highly motivated staff in the Secretariat and a well-functioning governing structure. The regular meetings and workshops create a good ground for networking and for establishing a collaborative relationship between the Secretariat staff and the CRFM member countries' fisheries staff and stakeholders in the sector. The technical and operational work conducted by CRFM in recent years is extensive, considering the limited budget the CRFM operates on. The institutional capacities of the agencies responsible for fisheries in the CRFM member countries are generally weak, with limited human, technical and financial resources, and in some cases continue to be supported by outdated fisheries management legislation and inadequate fisheries management systems (e.g. fisheries databases, MCS systems). These factors have negative consequences in terms of uptake of advice and recommendations.

Overall, the CRFM's performance was rated as satisfactory to good. The performance review noted that there was certainly scope for improvement in a range of areas, and made specific recommendations for strengthening: scientific work and management advice; collaboration with donors and fellow organizations; fisheries data and statistics collection, analysis and dissemination; and, networking, reaching regional agreement and harmonized adoption of legally binding fisheries instruments. Steps made in recent years by the CRFM Secretariat and members towards better

management of the fisheries resources were promising. These steps have included, *inter alia*: the continued development of the scientific support process through the use of technical working groups, some of which are managed through formal collaborative arrangements with other regional fisheries bodies; efforts to update fisheries legislation and to incorporate approaches that are more participatory and holistic such as the co-management approach, the ecosystem approach, and the value chain approach; efforts to strengthen capacity to combat illegal, unreported and unregulated fishing and for climate change and disaster risk management.

### **1.3 Background on the RBM System of CARICOM**

The Thirty-Fifth Meeting of the Conference of Heads of Government approved a five-year Strategic Plan for CARICOM, “The Caribbean Community Five-Year Strategic Plan 2015-2019: Repositioning CARICOM”. This Strategic Plan was the first such plan for CARICOM and was an effort by CARICOM to become a more results-oriented organization in relation to its regional development agenda. The Plan took over a year to formulate, and was informed using various data gathering exercises and broad consultations with a range of stakeholders in Member States, CARICOM Institutions, and of course, the CARICOM Secretariat itself. The Plan therefore reflected a strategic repositioning of CARICOM and a new approach to achieving a CARICOM development agenda.

At the same time in 2015, the Caribbean Community (CARICOM) Secretariat commenced a project on ‘Promoting the Principles of Managing for Development Results – Furthering the Regional Integration Process Project Consultancy funded by the Caribbean Development Bank for the Development and Implementation of a CARICOM Results-Based Management System’. Activities under this project included the establishment of a CARICOM Results-Based Management Leadership Working Group (CRLG) that has included regional institutions as members, and which has provided guidance throughout the process of developing a suitable CARICOM Results-Based Management (RBM) system under the CDB-funded project. The CARICOM RBM system has been tested during the course of implementation of the current CARICOM Strategic Plan for 2015-2019. The CRFM Secretariat has actively participated in the activities of the CRLG and has consistently engaged in the RBM development process. The CRLG has held several meetings and training sessions to promote understanding of the RBM concept, approaches and uses, as well as practical study of components comprising a RBM system and the roles and responsibilities of the expected contributors.

The CARICOM RBM system is designed to: provide guidance in terms of data and information management (data collection and reporting); support evidence-based planning and decision making in respect of the regional development agenda; and, hence provide accountability in respect of regional integration and development priorities. CARICOM’s RBM system makes use of two specific tools: the logic model that organizes the various levels of results in the results chain, and a performance measurement framework (PMF), which as the name implies, organizes as well as monitors the results. For the present CARICOM Strategic Plan, the CRLG has prepared 7 logic models and 7 associated PMFs for the 7 Strategic and Enabling Priorities included in the Plan, which are: economic resilience; social resilience; environmental resilience; technological resilience; strengthening the CARICOM identity and spirit of community; strengthening community governance; coordinated foreign and external relations.

All CARICOM-associated Bodies, including the CRFM, are asked to provide inputs into the annual CARICOM Operational Plan, and to prepare an annual Scorecard on work plan performance for the previous year. These contributions strive to follow the logic model format and also include elements of the required PMF.

#### **1.4 Rationale for adopting RBM as a Management approach**

In December 2018, the Eighteenth Special Meeting of the Conference of the Heads of Government of CARICOM (3-4 December 2018) mandated the CARICOM Secretariat to 'Expedite the full implementation of the Results-Based Management System, which should be the tool used by all Community Bodies, Organs and Agencies'. Additionally, the 43rd Meeting of the Community Council of Ministers (14 January 2019) 'Committed to the development and implementation of a Results-Based Management (RBM) Policy by the second quarter of 2019, and have it debated in Parliament in the respective Member States' and also 'Adopted the Action Plan for Operationalisation and Institutionalisation of the CARICOM RBM'.

In a Special Meeting held with its regional institutions on 28 February 2019, CARICOM requested inputs from its regional institutions and Member States on options to advance the mandate of the Conference of Heads of Government of CARICOM in respect of RBM implementation, and also sought to reaffirm the support of the regional institutions to provide their respective contributions to CARICOM's first RBM report.

#### **1.5 Status of Results-based Management / performance-based Management at CRFM**

As a member of CARICOM's CRLG, the CRFM has actively participated in all of the activities of the CRLG and has consistently engaged in the RBM development process. During the course of developing the CARICOM RBM System, CRLG activities were also designed to train CRLG members, which were staff of regional institutions, in the approaches and methods used.

At present, CRFM is in the process of implementing its own Second Strategic Plan that is supported by biennial work plans, the format of which was approved by the Caribbean Fisheries Forum. The current format of the CRFM biennial work plan captures certain key elements of results-based management, particularly to improve monitoring, reporting and accountability of achievement of results, as well as longer-term outcomes identified under the various strategic and functional objectives given in CRFM's current Strategic Plan. For each outcome and result identified, monitoring indicators and sources of verification are also identified.

As CRFM proceeds to complete a Second Independent Strategic Review to inform preparation of its Third Strategic Plan and its next biennial work plan, these activities provide a timely opportunity to develop a full-fledged CRFM RBM System. The CRFM RBM System will be harmonized with the CARICOM RBM System, as well as CRFM country-level RBM systems to the extent possible, to facilitate multi-level connectivity in terms of accountability and reporting.

## **2. PURPOSE AND SPECIFIC OBJECTIVES OF THE RESULTS-BASED MANAGEMENT POLICY**

### **2.1 Purpose**

The overall purpose of the CRFM RBM policy is to institute a culture of performance management, evidence-based decision making, policy development and programming.

The specific purpose of the CRFM RBM policy is to support good governance practices for the organization, through emphasis on implementation of a results-oriented management philosophy, approach and set of tools designed to improve project/programme design, management effectiveness, monitoring, reporting and accountability of achievement of results. The CRFM RBM policy will also seek to involve both the public and private sectors and to allow governments, agencies and organizations to systematically plan, manage and monitor results.

## **2.2 Objectives**

The objectives of the CRFM RBM Policy are to:

1. Implement regular and effective reporting of the status of progress of activities aimed at achieving specific, agreed goals and objectives.
2. Promote effective options for sharing information among stakeholders.
3. Support an enabling environment for learning and adaptation in programme and project planning that is evidence-based and results-oriented.
4. Provide monitoring and evaluation information to support evidence-based and hence informed management decision-making.
5. Establish a system for identifying risks that can impede achievement of results and manage such risks accordingly.

## **3. POLICY STATEMENT**

The CRFM is an organization that plans, executes and learns through facilitation of results-oriented management practices that are internationally recognized. The CRFM applies effective management practices which focus on results and value for money. It will provide Annual Performance Reports on the development achievements to its Ministerial Council for onward reporting to the relevant Organs and Bodies of Caribbean Community for decision-making.

## **4. SCOPE AND APPLICATION**

### **4.1 Governance, Coordination and Oversight**

CRFM has established governance structure and process that is described in the organization's founding documents, and its Operations Manual. There are distinct roles already defined for the three main arms of the CRFM: the CRFM Ministerial Council, the Caribbean Fisheries Forum, and the CRFM Secretariat.

The CRFM Ministerial Council and the Caribbean Fisheries Forum are supported by various subsidiary bodies some of which have general functions such as the Executive Committee of the Forum, while others have more specific functions, e.g. the Ministerial Council's Sub-Committee on Flyingfish, and the Caribbean Fisheries Forum's Continental Shelf Fisheries Working Group.

The CRFM Secretariat has the responsibility for daily oversight and coordination of implementation of agreed CRFM strategic plans, work plans/ programmes, and donor-supported projects. The CRFM Secretariat has an agreed staff structure for management and delivery of CRFM work programmes.

In addition, the CRFM establishes and keeps under review strategic alliances and other networking partnership arrangements to support and enhance delivery and impact of the organization's work programmes in respect of common goals at a regional scale. The mandate and structure of the CRFM allow for policy consultation and liaison with the CARICOM Secretariat, and for the establishment of cooperative relationships with regional and international agencies with an interest in marine governance, fisheries, marine biodiversity, and coastal and marine resource conservation and management. Formal Partnerships have been developed with the Dominican Republic and several organisations including the Organization for Eastern Caribbean States (OECS), the Central American Organization for Fisheries and Aquaculture (OSPESCA), University of the West Indies, University of Belize, The French Research Institute for Exploitation of the Sea (IFREMER), United Nations University, International Oceans Institute, The Virginia Institute of

Marine Sciences, University of Florida, University of Wollongong, Australia, IOCARIBE/IOC/UNESCO, NACA, and CARDI.

This RBM Policy will be followed and applied by all bodies of the CRFM and all contractors, consultants and experts engaged by the CRFM to assist with delivery of planned programmes and projects.

#### **4.2 Sources of Technical Expertise**

All employees of the CRFM Secretariat and of fisheries authorities in CRFM Member States have roles and responsibilities for successful implementation of the CRFM RBM Policy.

#### **4.3 Collaborating Agencies**

The CRFM works in partnership with several regional and international organisations, donor agencies, and local civil society organisations and NGOs to plan and implement its work, including but not limited to: UWI, FAO, IOCARIBE/IOC/UNESCO, CNFO, CANARI, UNU-FTP, IOI/Dalhousie University, CARDI, CDEMA, OECS Commission, UN Environment, University of Florida, JICA, GEF and IICA. These regional and international stakeholders, as well as international donor partners, have supporting roles and responsibilities to ensure successful implementation of the CRFM RBM Policy.

#### **4.4 Consultants and External Technical Experts**

Programmes and projects implemented by the CRFM are normally executed with the support of regional and international subject matter experts and consultancy firms who collaborate with staff to implement specific project and activities. Individuals who are hired / engaged by the CRFM to provide direct support for the implementation of key activities, have responsibility for implementing their activities in accordance with the CRFM RBM Policy.

### **5. GUIDING PRINCIPLES**

#### **Principle 1: Good practices**

Creating and sustaining an organizational culture of results involving RBM leadership and ownership at all levels of management, internal capacity and commitment to improving delivery and performance to facilitate achieving expected results.

#### **Principle 2: Simplicity**

Results must be specific, measurable, attainable, relevant, and time-bound (SMART), while also being easy to understand and apply.

#### **Principle 3: Applied Learning**

Apply flexibility, improve and adjust as experience is gained.

#### **Principle 4: Application in Multiple Fields**

Use RBM in all projects and programmes.

#### **Principle 5: Accountability**

Understand and accept the level of responsibility for achieving results, based on the foundations used.

Principle 6: Transparency

Submit clear and accurate reports that facilitate tracking of activity progress, as well as interim milestone achievements, and final results.

Principle 7: Participation

All stakeholder groups are expected to participate throughout the policy and management cycles: planning, implementation, monitoring and evaluation, decision-making and adaptation. By this means, all stakeholders have shared responsibility for the successful implementation of the CRFM RBM policy.

**6. DEFINITION OF KEY TERMS**

The glossary of RBM Terms adopted by CARICOM’s CRLG, and included in the Procedures Manual for the CARICOM Results-Based Management System applies also to the CRFM RBM Policy. The following key terms and their definitions are noteworthy for the CRFM RBM Policy and are included here for completeness.

IMMEDIATE OUTCOME	A change that is directly attributable to the outputs of an organization, policy, program or initiative. In terms of timeframe and level, these are short-term outcomes, and are usually at the level of an increase in awareness/skills of, access to among beneficiaries.
IMPACT	Positive and/ or negative long-term effects on identifiable population groups produced by a development intervention, directly or indirectly, intended or unintended. These effects can be economic, socio-cultural, institutional, environmental, technological or of other types.
INDICATOR	A quantitative or qualitative measure of performance that is used to demonstrate change or which details the extent to which program results are being or have been achieved.
INTERMEDIATE OUTCOME	A change that is expected to logically occur once one or more immediate outcomes have been achieved. In terms of timeframe and level, these are medium-term outcomes, which are usually achieved by the end of an initiative and usually when there is a change of behaviour or practice level among beneficiaries.
LOGIC MODEL	A depiction of the causal or logical relationships between inputs, activities, outputs and the outcomes of a given policy, program or investment.
MONITORING	A continuous management function that aims primarily at providing managers and key stakeholders with regular feedback and early indications of progress or lack thereof in the achievement of intended results.
OUTPUT	Direct products or services stemming from the activities of an organization, policy, program or initiative.
PERFORMANCE MEASUREMENT FRAMEWORK (PMF)	Used to systematically plan the collection of relevant data over the lifetime of an investment to assess and demonstrate progress made in achieving expected results. It services as the overall monitoring plan for projects or programs.
RESULT	A describable or measurable change in state that is derived from a cause-and-effect relationship. Results are defined as outcomes, which are further qualified as immediate, intermediate or ultimate.
RISK	Refers to the effect of uncertainty on results.
TARGET	An explicit statement of the desired and measurable results expected for an

	indicator at a specified point in time. Targets should be expressed in terms of quantity, quality and time.
ULTIMATE OUTCOME	The highest-level change that can be reasonably attributed to a policy, program or initiative in a causal manner, and is the consequence of one or more intermediate outcomes.

## 7. MONITORING AND EVALUATION

### 7.1 Policy Statement

CRFM monitoring and evaluation systems will be used for regular collection and analysis of data and information on progress against agreed goals and objectives, and by this means, facilitate support for good governance practices through informed, responsive, and adaptive policy and management cycles. A customized set of CRFM RBM tools have been developed: logic model, work plan, and performance management framework. The customized CRFM RBM tools are given in the Appendix. These tools may be reviewed and improved over time.

### 7.2 Scope of Monitoring

CRFM monitoring system addresses all goals and objectives under the CRFM Strategic Plan being implemented and supporting work plans and programmes. These include not only technical goals and objectives, but include monitoring and evaluation of functional objectives pertaining to the management of administration, as well as management and use human and financial resources.

Additionally, the CRFM monitoring system is linked, at the regional level, to CARICOM's monitoring system under CARICOM's own RBM system.

### 7.3 Timelines of Monitoring

CRFM Secretariat - CRFM conducts work plan/ programme monitoring on a quarterly basis, which address the administrative, technical, and financial tasks and responsibilities noted in the work plan for fulfilling CRFM's Strategic Plan.

Donor Projects – These stipulate their timelines, and are variable, depending on the donor requirements.

Linkage with CARICOM – An annual scorecard is prepared at present, but an electronic monitoring system is planned. This will allow monitoring at smaller time intervals.

In all instances, the monitoring system should take into account the proportional burden on staff time allotted.

### 7.4 Evaluation and Reviews

CRFM Secretariat - Evaluation and reviews of CRFM work plans and programmes are conducted by the Secretariat on a quarterly basis, and by the Caribbean Fisheries Forum on an annual basis.

Donor Projects – These are usually evaluated at the end of each consultancy or project, as well as mid-term for multi-year large-scale projects.

Linkage with CARICOM – An annual scorecard is prepared for informing evaluation and review by CARICOM.

## **8. REPORTING**

### **8.1 CRFM Secretariat**

- Quarterly work plan progress reports are prepared for internal management purposes.
- An annual progress report is prepared for consideration by the Caribbean Fisheries Forum and the CRFM Ministerial Council.
- An Annual Report on key developments is prepared for wider distribution.
- CRFM prepares annual finance audit reports for consideration by the Caribbean Fisheries Forum and the CRFM Ministerial Council.
- RBM supported information and knowledge products are prepared and disseminated in accordance with CRFM communication norms for sharing information with different publics.

### **8.2 Donor Projects**

- Each consultancy generates a report that reflects the level of achievements, as well as includes information for improving approaches in the future. This is prepared for consideration by the Caribbean Fisheries Forum and the CRFM Ministerial Council.
- CRFM prepares or contributes to executing agency and/or implementing agency/partner reports that reflect the level of achievements, as well as includes information for improving approaches in the future. These reports are required by the Donor partners and for the CRFM.
- CRFM contributes data and information for project mid-term evaluation reports. These reports are required by the Donor partners and for the CRFM.
- CRFM prepares activity/ consultancy and also project finance reports. These reports are required by the Donor partners, and for the CRFM.

### **8.3 Linkage with CARICOM**

- An annual scorecard is prepared at present for informing evaluation and review by CARICOM.
- CRFM also makes contributions to CARICOM Annual RBM Report, to be used by CARICOM.

In all instances, RBM reporting requirements should take into account the proportional burden on staff time allotted.

## **9. ROLES AND RESPONSIBILITIES**

The CRFM Ministerial Council, the Caribbean Fisheries Forum, and the CRFM Secretariat have joint and related roles and responsibilities for successful implementation of the CRFM RBM. These are described in the founding documents of the CRFM and also the CRFM Operations Manual. The Policy will enter into force and will be incorporated into the CRFM Operations Manual upon approval by the CRFM Ministerial Council, on the recommendation of the Caribbean Fisheries Forum. The Forum and Council will also monitor the implementation of the Policy and keep it under review.

In terms of roles, the following are defined.



### **9.1 General Advocacy and Education**

The CRFM Secretariat has a role to elevate widespread awareness among the relevant stakeholders about the CRFM RBM System, and to educate these stakeholders so that they understand how to contribute to the system and to make the best use of it also.

### **9.2 Strategic and Work Planning, and Application of RBM Tools**

The CRFM Ministerial Council, the Caribbean Fisheries Forum, and the CRFM Secretariat, have their respective roles in ensuring preparation of strategic and work plans that make cost-efficient and labour-efficient use of RBM tools and that reflect agreed goals, objectives, and other elements of an effective RBM framework, e.g. results, targets, indicators. The CRFM Secretariat will lead the development of the planning documents and application of the RBM tools, with validation and approval being led by the Caribbean Fisheries Forum and the CRFM Ministerial Council.

### **9.3 Implementation**

The CRFM Ministerial Council, the Caribbean Fisheries Forum, and the CRFM Secretariat have their respective roles in managing implementation of CRFM's RBM for success outcomes under agreed strategic plans and work plans. These roles are stipulated in the CRFM Agreement.

#### Monitoring

The Caribbean Fisheries Forum and the CRFM Secretariat have their respective roles in collecting and analysing data and information for informing RBM in respect of CRFM's strategic and work plans, and for informing review and update the policy.

#### Evaluation and Review

The Caribbean Fisheries Forum and the CRFM Secretariat have their respective roles to conduct evaluation and review of the RBM outputs, and to use these outputs to inform growth and development in planning and decision-making that are results-oriented. By this means, the CRFM RBM System will facilitate learning and adaptation for both the fisheries policy and management cycles for improved effectiveness and efficiency.

### **9.4 Reporting**

The CRFM Secretariat prepares administrative, technical and financial activity reports that are fully incorporated into a CRFM RBM System, and so reflect a results-oriented approach for improved and meaningful uptake by target audiences.

The CRFM Secretariat and Member States are also responsible for preparing reports on the implementation of the CRFM RBM Policy. A PMF tool will be used to facilitate preparation of progress reports (see Appendix).

## **10. DATA MANAGEMENT**

### **10.1 Data Collection and Analysis**

The CRFM RBM PMF tool will be used to capture data and information in a consistent way and to ensure data quality control also. This tool (see Appendix) has been customized for application to the CRFM strategic and work plans in order to guide data collection and analysis for monitoring achievement of agreed results.

### **10.2 RBM Results Tables**

The results of data analysis, facilitated by use of the RBM tools, are to be used to generate RBM policy products that inform CRFM evaluation and review of the performance of its strategic and work plans.

### **10.3 Results-oriented planning and decision-making**

CRFM RBM Policy, by means of effective application of RBM tools that facilitate seamless linkage to the CARICOM RBM system, and associated data analysis, will support informed improvements in CRFM's strategic and work planning and decision-making processes for increased effectiveness and impact.

## **11. MANAGEMENT OF THE POLICY**

### **11.1 Process for review and amendment**

The CRFM keeps its RBM Policy and the CRFM RBM tools under review. Policy implementation reports are prepared annually, and are submitted for consideration by the Caribbean Fisheries Forum and the CRFM Ministerial Council. The Caribbean Fisheries Forum makes recommendations for policy amendments, and submits these for approval by the Council.

**APPENDIX: CRFM RBM TOOLS**

**CRFM RBM TOOL 1 – LOGIC MODEL**

**LOGIC MODEL SNAPSHOT FROM CRFM FOURTH BIENNIAL WORK PLAN – 01 APRIL 2020- 31 MARCH 2022**

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

<b>Ultimate Outcome: Quantitatively informed fisheries management policies, plans and actions</b>		
<b>Intermediate Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Agreed climate-smart fisheries monitoring standards adopted and implemented for major fishery ecosystems.</li> <li>2. Improved application of ICT, from medium to strong, for information and knowledge exchange.</li> </ol>		
<b>Immediate Outcomes</b>		
<p><b>A1</b> -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</p>	<p><b>A2</b>-Appropriate (regional) standards for data and information sharing are adopted by the Countries, supported by a protocol for data and information sharing.</p> <p>&amp;</p> <p><b>A3</b>- A regional database on fisheries and aquaculture statistics and information from the CRFM members is established and maintained at the Secretariat offices.</p>	<p><b>A4</b> - A CRFM Statistics and Information report is published annually.</p>
<b>Outputs/Activities</b>		
<p><b><u>A1-1 WECAFC Fisheries and Resources Monitoring System (FIRMS) contributions</u></b> [CCFP – PoA: 11.1/4/5/7] (SIA &amp; PMRRA)</p> <ol style="list-style-type: none"> <li>1. Participate in electronic meetings (one per month) of the FIRMS Task Force.</li> <li>2. Review and provided input for finalization of project documents.</li> <li>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.</li> </ol>	<p><b><u>A2 -1 CRFM Data Portal Management</u></b> [CCFP-PoA: 7.7; 8.4; 13.6; 15.4; 16.2] (All Staff)</p> <ol style="list-style-type: none"> <li>1. Support implementation of agreed sub-regional data policy for EAF management (decision-support), incorporating data, information and indicators for monitoring performance of the 2020-2025 FMP for flyingfish in the Eastern Caribbean.</li> <li>2. Support development of a decision support system for Eastern Caribbean flyingfish, which identifies key data and information</li> </ol>	<p><b><u>A4-1 CRFM Statistics and Information Reports</u></b> [CCCFP-PoA: 11.6/7] (SIA, PMRRA, DED &amp; ED)</p> <ol style="list-style-type: none"> <li>1. Collect fisheries data from CRFM Member States.</li> <li>2. Analysis of data collected from CRFM Member States.</li> <li>3. Preparation of 2017 – 2018 AND 2018-</li> </ol>

<p>4. Assist in creation of a functional Regional Database prototype targeting five main regionally shared stocks (Spiny lobster, queen conch, Flyingfish, Billfish, Shrimp and Groundfish) and their fisheries to collate required data as defined in the minimum data requirements document and feed stock assessment model.</p> <p><b><u>A1-2 Norwegian sponsored project Strengthening evidence based decision-making in CARICOM [CCFP – PoA: 11.5/7] (SIA &amp; PMRRA)</u></b></p> <ol style="list-style-type: none"> <li>1. Create/develop a CRFM adapted template for new methodology for collecting fisheries data.</li> <li>2. Undertake a detailed oversight on existing capacities and competences and a training needs plan with regards to research and management capacity of the region.</li> <li>3. Train Fisheries Officers from two or three of the CRFM-Member States in fisheries data collection.</li> <li>4. Train Fisheries Officers/ Scientific staff from two or three of the CRFM-Member States in requirements for and methods of stock assessment and its application in management</li> </ol> <p><b><u>A1-3 Fisheries Information Technology Innovations for Resource management and Climate Change Adaptation (FIT4CC) project [CCCFP-PoA: 11.1/2/3/4/5/6/7 &amp; 11.14] (All Staff)</u></b></p> <ol style="list-style-type: none"> <li>1. Coordinate with project partners to finalize project proposal and obtain endorsement for submission to donor agency (EU-DEVCO).</li> </ol>	<p>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).</p> <ol style="list-style-type: none"> <li>3. Support management of CRFM Portal serving as a repository of datasets and information outputs.</li> </ol>	<p>2019 CRFM Statistics and Information Reports.</p>
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**CRFM RBM TOOL 2 – WORK PLAN TEMPLATE**

**WORK PLAN SNAPSHOT FROM CRFM FOURTH BIENNIAL WORKPLAN – 01APRIL 2020 – 31 MARCH 2022**

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

**BUDGET FOR 2020-22**

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

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
<b>CARICOM Strategic Priority:</b> Economic Resilience								
<b>Ultimate Outcomes:</b>								
<b>CARICOM-</b> Sustainable growth for all CARICOM Member States  <b>CRFM-</b> Quantitatively informed fisheries management policies, plans and actions								
<b>SDGs:</b> 1 - No poverty; 2- Zero hunger, 8 - Decent work and economic growth, 10 – Reduced inequalities, 13- Climate action, 14 – Life below water								
<b>CRFM Strategic Objective:</b> Information on status and trends in the fisheries and aquaculture sector								
<b>Intermediate Outcomes:</b>								
<b>CARICOM –</b> 1.4 Increased competitiveness of key economic sectors to drive the transition to growth  <b>CRFM -</b> <ol style="list-style-type: none"> <li>1. Agreed climate-smart fisheries monitoring standards adopted and implemented for major fishery ecosystems.</li> <li>2. Improved application of ICT, from medium to strong, for information and knowledge exchange.</li> </ol>								
<b>Immediate Outcomes:</b>								
<b>CARICOM –</b>								

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
1.4.1 Improved enabling environment for the achievement of micro-economic efficiencies								
<p><b>CRFM -</b></p> <p><b>A1</b> – Countries and the CRFM Secretariat have strengthened capacities to collect, manage, analyse and use data and information for decision making, planning, policy formulation and implementation. [CCCFP-PoA: 11.1/4/5/7]</p>								
<p><b>Outputs:</b></p> <p><b>CARICOM –</b></p> <p>(i)1.4.1.4 Initiatives to develop or expand data, information and knowledge systems implemented</p> <p><b>CRFM –</b></p> <p>(i) Initiatives to improve the evidence base for fisheries management planning and decision-making</p>								
<p><u>Activity A1-1 - WECAFC Fisheries and Resources Monitoring System (FIRMS) contributions</u> [CCCFP-PoA: 11.1/4/5/7]</p> <p>1. Participate in electronic meetings (one per month) of the WECAFC-FIRMS Task Force.</p> <p>2. Review and provide input for finalization of project documents.</p>	<p>Monthly participation in Task force meetings.</p> <p>Project documents</p>	April 2020	March 2022	14,229	5,632 - WECAFC - FIRMS	<p><b>Risks:</b></p> <p>Insufficient information/data available at the Member State level to facilitate activities listed at 1 to 3 at appropriate level and frequency</p> <p><b>Assumptions:</b></p> <p>Member States have systems in place for routine fisheries data collection and</p>	<p><b>Lead:</b></p> <p>WECAFC - FIRMS</p> <p>(Budget shown cover CRFM contribution only for staff time)</p> <p><b>Supporting:</b></p>	

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
<p>3. Coordinate with CRFM Member States for completion of WECAFC-FIRMS Fact Sheet for publication.</p> <p><b>Member States Action:</b></p> <ol style="list-style-type: none"> <li>1. Respond to request(s) for information on the fisheries including status of the stocks in a timely manner</li> <li>2. Submit periodic updates on the fisheries including status of the stocks to CRFM and WECAFC-FIRMS</li> </ol>	<p>reviewed and finalized</p> <p>WECAFC-FIRMS Fact sheets completed and published in coordination with CRFM Member States</p> <p>(No. countries contributing; no. fisheries covered)</p>					<p>analysis and would be able to facilitate request for information.</p> <p><b>Risk Mitigation:</b></p> <p>CRFM to encourage and promote development of the national fisheries data collection systems of the Member States during the course of the routine work of the CRFM Secretariat as well as through initiatives and projects requiring data and information contributions.</p>	CRFM	
<p><u>A1-2 Norwegian sponsored project Strengthening evidence based decision-making in CARICOM [CCCFP – PoA: 11.5/7] (SIA &amp; PMRA)</u></p> <ol style="list-style-type: none"> <li>1. Create/develop a CRFM adapted template for new methodology for collecting fisheries data.</li> <li>2. Undertake a detailed oversight on existing capacities and competences and a training needs plan with regards to research and management capacity of the region.</li> <li>3. Train Fisheries Officers from two or three of the CRFM-Member States in fisheries data collection.</li> <li>4. Train Fisheries Officers/ Scientific staff from two or three of the CRFM-Member States in requirements</li> </ol>	<p>Template for new methodology for collecting fisheries data</p> <p>Training Needs Assessment Report and Plan</p> <p>3 Fisheries Officers trained</p>	April 2020	March 2022	14,230	259,465 Norwegian Government	<p><b>Risks:</b></p> <p>Member States do not have formal procedures in place to support the activities listed.</p> <p>Member States are unable to reallocate staff time to training activities.</p> <p><b>Assumptions:</b></p> <p>Member States will put in place mechanisms to support the activities listed.</p> <p>Member States are able to reallocate staff</p>	<p><b>Lead:</b></p> <p>Norwegian Government (Budget from project document)</p> <p><b>Supporting:</b></p> <p>CRFM</p>	



Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
<p>for and methods of stock assessment and its application in management</p> <p><b>Member States Action:</b></p> <ol style="list-style-type: none"> <li>1. Support the design and development of new methodology for collecting fisheries data.</li> <li>2. Review draft Training Needs Assessment Report and Plan and provide feedback/comments in a timely manner</li> <li>3. Assist in identifying and facilitating the participation of Fisheries Staff in training exercises</li> <li>4. Make the relevant investments to utilize candidates' skills following training</li> </ol>	<p>in fisheries data collection</p> <p>3 Fisheries Officers trained in requirements for and methods of stock assessment and its application in management</p> <p>(agreed data collection template; no. fisheries officers trained; no. countries participating)</p>					<p>time to training activities.</p> <p><b>Risk mitigation</b></p> <p>Set up formal channels of communication for information transfer, and document uses of the information products generated</p> <p>CRFM will also promote the importance of prioritization of fisheries data collection management and analysis to provide information for fisheries management decision making.</p>		
<p><u>A1-3 Fisheries Information Technology Innovations for Resource management and Climate Change Adaptation (FIT4CC) project</u> [CCCFP-PoA: 11.1/2/3/4/5/6/7 &amp; 11.14] (All Staff)</p> <ol style="list-style-type: none"> <li>1. Coordinate with project partners to obtain endorsement of project proposal submitted to donor agency (EU is targeted as potential donor).</li> </ol> <p><b>Member States Action:</b></p> <ol style="list-style-type: none"> <li>1. Disseminate the relevant documentation</li> </ol>	<ol style="list-style-type: none"> <li>1. Activities undertaken to advance project proposal approval by donor (No. parties involved)</li> <li>2. Endorsements received by countries for submission to donor (No. country endorsements)</li> </ol>	2020	2022	14,230		<p><b>Risks:</b> Countries do not make the investments for ensuring endorsement, and hence uptake and mainstreaming of the proposed project interventions</p> <p><b>Assumptions:</b> Countries consider the project aims to be a priority for national investment</p>	<p><b>Lead:</b></p> <p>FAO – FAO will manage the funds and is expected to sign agreements with different agencies to provide support for the Action.</p>	WECAFC

Results Statements	Activity Indicator(s)	Timeframe		Budget		Risks & Assumptions	Responsibility (Lead & Supporting Entities)	Interlinkages (Name of RI)
		Start	End	Core	IDPs			
nationally						<b>Risk Mitigation:</b> Engagement activities with countries should include material to justify the prioritization needs for the required investments	<b>Supporting:</b> CRFM	

**CRFM RBM TOOL 3 – PERFORMANCE MEASUREMENT FRAMEWORK**

**CRFM RBM TOOL 3 - MONTHLY /QUARTERLY/ YEARLY PERFORMANCE MEASUREMENT FRAMEWORK**

**(to be completed for each combination of ultimate/ intermediate/ immediate outcome and output)**

<b>EXPECTED RESULTS --&gt;</b>	<b>OUTPUT</b>	<b>IMMEDIATE OUTCOME</b>	<b>INTERMEDIATE OUTCOME</b>	<b>ULTIMATE OUTCOME</b>
<b>DESCRIPTION (Extracted from CRFM Biennial Work Plan)</b>				
<b>EXPECTED / INDICATIVE INPUTS</b>				
<b>ACTIONS</b>				
<b>JAN</b>				
<b>FEB</b>				
<b>MAR</b>				
<b>APR</b>				
<b>MAY</b>				
<b>JUN</b>				
<b>JUL</b>				
<b>AUG</b>				
<b>SEP</b>				

**CRFM RBM TOOL 3 - MONTHLY /QUARTERLY/ YEARLY PERFORMANCE MEASUREMENT FRAMEWORK**

**(to be completed for each combination of ultimate/ intermediate/ immediate outcome and output)**

<b>EXPECTED RESULTS --&gt;</b>	<b>OUTPUT</b>	<b>IMMEDIATE OUTCOME</b>	<b>INTERMEDIATE OUTCOME</b>	<b>ULTIMATE OUTCOME</b>
<b>OCT</b>				
<b>NOV</b>				
<b>DEC</b>				
<b>TIMEFRAME (MONTHS/ YEARS)</b>				
<b>COMPLETION DATE (DD/MM/YY)</b>				
<b>INDICATORS - A quantitative or qualitative measure of performance that is used to demonstrate change or which details the extent to which program results are being or have been achieved.</b>				
<b>BASELINE DATA - The starting point from which to measure change over time. It refers to the existing situation related to each result before project activities begin. Determined from available data</b>				

**CRFM RBM TOOL 3 - MONTHLY /QUARTERLY/ YEARLY PERFORMANCE MEASUREMENT FRAMEWORK**

**(to be completed for each combination of ultimate/ intermediate/ immediate outcome and output)**

<b>EXPECTED RESULTS --&gt;</b>	<b>OUTPUT</b>	<b>IMMEDIATE OUTCOME</b>	<b>INTERMEDIATE OUTCOME</b>	<b>ULTIMATE OUTCOME</b>
<b>TARGETS - An explicit statement of the desired and measurable results expected for an indicator at a specified point in time. Targets should be expressed in terms of quantity, quality and time.</b>				
<b>ACTUAL VALUE AT (INSERT DATE) RELATIVE TO TARGET</b>				
<b>DATA SOURCES (e.g. agency reports, data)</b>				
<b>DATA COLLECTION METHODS (e.g. data analysis, document review)</b>				
<b>FREQUENCY (TIME PERIOD FOR REPORTING)</b>				
<b>RESPONSIBILITY (AGENCIES INVOLVED)</b>				

**CRFM RBM TOOL 3 - MONTHLY /QUARTERLY/ YEARLY PERFORMANCE MEASUREMENT FRAMEWORK**

**(to be completed for each combination of ultimate/ intermediate/ immediate outcome and output)**

EXPECTED RESULTS -->	OUTPUT	IMMEDIATE OUTCOME	INTERMEDIATE OUTCOME	ULTIMATE OUTCOME
INDICATOR LEVEL AT <u>(INSERT DATE, MEASUREMENT AND UNIT)</u>	ANT			
	BAH			
	BAR			
	BEL			
	DOM			
	GRE			
	GUY			
	HAI			
	JCA			
	MON			
	SKB			
	SLU			

**CRFM RBM TOOL 3 - MONTHLY /QUARTERLY/ YEARLY PERFORMANCE MEASUREMENT FRAMEWORK**

**(to be completed for each combination of ultimate/ intermediate/ immediate outcome and output)**

<b>EXPECTED RESULTS --&gt;</b>		<b>OUTPUT</b>	<b>IMMEDIATE OUTCOME</b>	<b>INTERMEDIATE OUTCOME</b>	<b>ULTIMATE OUTCOME</b>
	<b>SVG</b>				
	<b>SUR</b>				
	<b>TT</b>				
	<b>ANG</b>				
	<b>TCI</b>				
<b>STATUS OF ACHIEVEMENTS AS AT (INSERT DATE) - Indicate completed actions and levels of achievement relative to targets</b>					
<b>CHALLENGES</b>					
<b>MANAGEMENT OF CHALLENGES</b>					

The CRFM is an inter-governmental organization whose mission 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”. The CRFM consists of three bodies – the Ministerial Council, the Caribbean Fisheries Forum and the CRFM Secretariat. CRFM members are Anguilla, Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago and the Turks and Caicos Islands.

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