



Caribbean Regional Fisheries Mechanism



CRFM STRATEGIC PLAN 2022-2030





CRFM ADMINISTRATIVE REPORT THIRD CRFM STRATEGIC PLAN 2022 - 2030

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Through the rigorous process of the Second Independent Strategic Review of the CRFM, which concluded in 2020, the CRFM and its organs were able to take a critical look at the results that had been achieved over the years, but more importantly at the gaps that still need to be addressed, as well as the existing treats and opportunities that now confront the sector. The CRFM acknowledges all stakeholders, including fishers and fisherfolk organizations, CARICOM and its regional institutions, members of the Caribbean Fisheries Forum and their respective Fisheries Divisions and Departments, Ministers and their supporting Permanent Secretaries and advisors, development partners, academic institutions, civil society organisations and all other individuals and agencies who contributed in any way to this process.

Finally, the CRFM extends its sincere gratitude to the team members at the CRFM Secretariat who contributed to gathering and analyzing the data and information and putting together this Strategic Plan, to chart the way forward for sustainable development and management of the fisheries of the Member States.

ACRONYMS

ANCORS	Australian National Centre for Ocean Resources & Security
BBNJ	Biodiversity of Areas Beyond National Jurisdiction
CARICOM	Caribbean Community
CARIFICO	Caribbean Fisheries Co-Management Project
CCA	Climate Change Adaptation
CCCFP	Caribbean Community Common Fisheries Policy
CCRIF SPC	Caribbean Catastrophe Risk Insurance Facility Segregated Portfolio Company
CFMC	Caribbean Fishery Management Council
CLME+	Sustainable Management of the Shared Living Marine Resources of the Caribbean and North Brazil Shelf Large Marine Ecosystem
COFCOR	The Council for Trade and Economic Development
COTED	The Council for Foreign and Community Relations
CRFM	Caribbean Regional Fisheries Mechanism
DRM	Disaster Risk Management
ECMMAN	Eastern Caribbean Marine Managed Area Network
EU	European Union
FAD	Fish Aggregating Device
FAO	Food and Agriculture Organization of the United Nations
IICA	Inter-American Institute for Cooperation on Agriculture
IOC	Intergovernmental Oceanographic Commission
IUU	Illegal, Unreported and Unregulated
MS	Member States
OSPESCA	Central America Fisheries and Aquaculture Organization
PPCR	Pilot Program for Climate Resilience
SDGs	Sustainable Development Goals
SPS	Sanitary and phytosanitary measures
SSF	Small-Scale Fisheries
UN	United Nations
UNESCO	United Nations, Educational, Scientific and Cultural Organization
WECAFC	Western Central Atlantic Fishery Commission
WTO	World Trade Organization

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MESSAGE FROM THE EXECUTIVE DIRECTOR, MILTON HAUGHTON



The Caribbean Regional Fisheries Mechanism (CRFM) is a specialized CARICOM Institution which was established in 2002 by CARICOM Heads of States to promote sustainable use of the living marine and other aquatic resources by the development, efficient management, and conservation of such resources. The work of the CRFM is planned and executed under two main instruments: a Strategic Plan, which is implemented by Biennial Work Plans.

This Third CRFM Strategic Plan, which covers the period January 2022 to December 2030, sets out the organisation's policy priorities, goals, strategic and functional objectives, and programmes for 2022 to 2030. The Plan was approved by the Eleventh Special Meeting of the Ministerial Council held on 4th October 2021. It covers a wide range of technical and policy issues that must be addressed in a holistic and integrated manner to build profitable, sustainable, and resilient fisheries. These include: data and science, resource management and conservation, marine spatial planning and marine managed areas; policy, legal and regulatory reforms; Illegal, unregulated and unreported fishing and organised crime; climate change, ocean acidification and disaster risk management; sanitary and phytosanitary systems and trade in fish and fishery products; capacity building and technology transfer; and ensuring adequate, accessible and affordable supply of fish and seafood to support food and nutrition security and healthy life styles of the people of the region.

Our economies, our marine ecosystems, our coastal communities, and the fisheries sector have been adversely impacted by the covid-19 pandemic and the incoming tide of climate change and ocean acidification. This Third CRFM Strategic Plan, recognizes the urgent need to introduce reforms to rebuild and strengthen the sector to be more resilient, profitable, and productive, and capable of supporting livelihoods, food security and economic development in difficult times.

The Plan has been formulated with the main purpose of facilitating coherent and efficient policy development and implementation for sustainable use and management of fisheries and aquaculture resources in the CRFM Member States building on the foundation already established under the First and Second CRFM Strategic Plans. It is a regional framework for Member States, stakeholders, and development partners to work together to address current issues and challenges and optimise social and economic benefits from the living marine and other aquatic resources by implementing the strategic actions enunciated in the document. The document is based on good governance principles such as accountability, transparency, gender equality and equity, consultation and participation, holistic and integrated approaches, and economic, social, and environmental sustainability.

There are four strategic goals and seven Strategic objectives, and one functional goal and four functional objectives for sustainable fisheries and aquaculture. It is envisaged that the CRFM Secretariat, Member States and network partners will work together to prepare and implement four biennial work plans which will set out detailed activities, inputs required, and identify the interim outputs and indicators aimed at achieving the strategic and functional objectives over the period 2022 to 2030.

It is our hope that Member States, fisheries and aquaculture stakeholders in the private sector, development partners and regional institutions will find the Third CRFM Strategic Plan useful in guiding the way forward in reforming and repositioning of the fisheries and aquaculture sectors at both national and regional levels to facilitate post COVID-19 recovery, enhance blue economic growth, improve resilience to climate change and associated threats, and deliver enhanced long-term social and economic benefits for our people.

CRFM MEMBER STATES

INDEPENDENT SIDS

Antigua and Barbuda

The Bahamas

Barbados

Belize

Dominica

Grenada

Guyana

Haiti

Jamaica

Saint Kitts and Nevis

Saint Lucia

Saint Vincent and the Grenadines

Suriname

Trinidad and Tobago

BRITISH OVERSEAS TERRITORIES

Anguilla

Montserrat

Turks and Caicos Islands

OBSERVERS

Caribbean Community Secretariat (CARICOM)

Organisation of Eastern Caribbean States (OCEAS) Commission

Caribbean Network of Fisherfolk Organisations (CNFO)

University of the West Indies (UWI)

FAO/Western Central Atlantic Fisheries Commission Secretariat

Caribbean Natural Resources Institute (CANARI)

University of Florida

Netherlands Antilles

Curaçao

Japan International Cooperation Agency (JICA)

INTRODUCTION

The Third Caribbean Regional Fisheries Mechanism (CRFM) Strategic Plan covers the period January 2022 to December 2030. It sets out the organisation's policy priorities, goals, strategic and functional objectives, and programmes. It covers a wide range of technical and policy issues that must be addressed in a holistic and integrated manner to build profitable, sustainable, and resilient fisheries. The Plan seeks to operationalise and implement the vision and mission of the organisation and the long-term policy commitments of Member States articulated in instruments such as the [Agreement Establishing the CRFM](#), the [Caribbean Community Common Fisheries Policy](#) and its Protocols, and the [Castries Declaration on Combatting Illegal, Unreported, and Unregulated Fishing](#). It builds on the foundation already established under the [First](#) and [Second CRFM Strategic Plans](#).

The Strategic Plan honours the over 591,000 workers, including fishers, fish farmers, processors, exporters both men and women, working in the fisheries and aquaculture sectors of the CRFM Member States, and seeks to assist them to optimise social and economic benefits from the living marine and other aquatic resources. It is a regional framework for Member States, stakeholders, and development partners to work together to address the current issues and challenges related to sustainable use and management of fisheries and aquaculture resources. The Plan was designed to guide the way forward to reforming and repositioning the fisheries and aquaculture sectors in the face of COVID-19 pandemic, climate change, and associated threats and enhancing long-term social and economic benefits for our people.

ABOUT US

The CRFM was established by means of a regional intergovernmental Agreement signed on 4 February 2002. 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 CRFM's purpose is to promote the development, conservation, and management of the shared living aquatic resources of the region in a responsible and sustainable manner, and to improve the quality of life of the thousands of people who depend upon the fishery resources for their well-being and livelihood. The organisation enjoys an independent international legal personality and can enter into contracts and be party to legal proceedings. Seventeen member states constitute the CRFM, while other states and agencies have observer status. The CRFM is comprised of three Bodies with distinctly different functions, namely: The Ministerial Council; the Caribbean Fisheries Forum; and the CRFM Secretariat (*Figure 1*).



Figure 1: Caribbean Regional Fisheries Mechanism Governance Structure (COTED – CARICOM Council of Trade and Economic Development, COFCOR – CARICOM Council for Foreign and Community Relations)



OVERVIEW OF FISHERIES AND AQUACULTURE

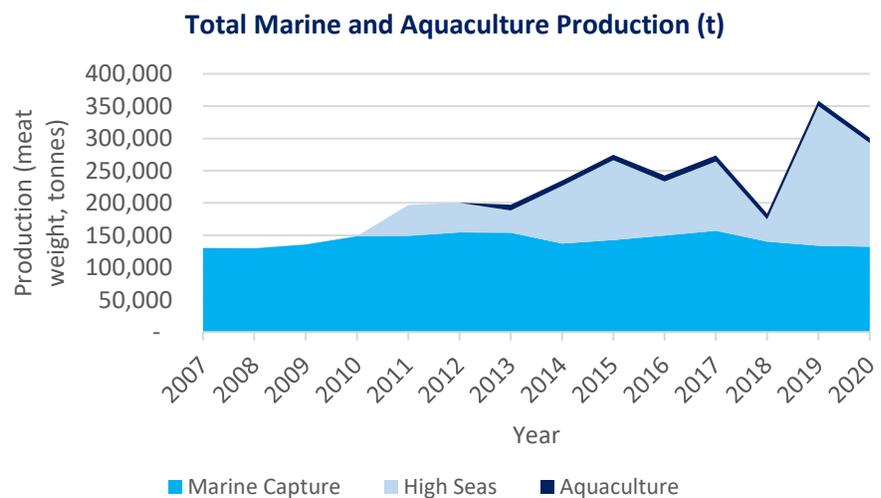
KEY INTERNATIONAL TREATIES AND INSTRUMENTS

- *United Nations Convention on the Law of the Sea (1982)*
- *United Nations Fish Stocks Agreement (1995)*
- *FAO Port State Measures Agreement (2009)*
- *FAO Agreement to Promote Compliance with International Conservation & Management Measures by Fishing Vessels (1993)*
- *FAO Code of Conduct for Responsible Fisheries (1995) and associated International Plans of Action (Management of Fishing Capacity; reducing incidental catch of seabirds; conservation & management of sharks; IUU fishing)*
- *FAO Voluntary Guidelines for Securing Sustainable Small-scale Fisheries (2015)*
- *FAO Voluntary Guidelines for Flag State Performance (2013)*
- *International Convention for the Conservation of Atlantic Tunas*
- *Convention on Biological Diversity (1992)*
- *Convention on International Trade in Endangered Species of Wild Fauna and Flora (1973)*
- *UN Framework Convention on Climate Change (1992)*
- *Work in Fishing Convention (2007)*

KEY REGIONAL INSTRUMENTS

- *Revised Treaty of Chaguaramas (2001)*
- *Agreement Establishing the Caribbean Regional Fisheries Mechanism (2002)*
- *Convention for the protection and development of marine environment in the Wider Caribbean Region (1983), and the SPAW Protocol (1990)*
- *Caribbean Community Common Fisheries Policy (2014)*
- *Castries (Saint Lucia) Declaration on IUU fishing (2010)*
- *CRFM Regional Monitoring, Control, and Surveillance Strategy (2013)*
- *WECAFC Regional Plan of Action to Deter, Prevent, Combat and Eliminate IUU Fishing (2019-2029)*
- *CARICOM's Regional Food and Nutrition Security Policy (2010)*
- *CLME+ Strategic Action Programme (2015-2025)*
- *CRFM/OSPESCA Joint Action Plan (2019-2025)*

- [The CRFM Statistics and Information Report \(2020\)](#) provides available fisheries and aquaculture information for the CRFM region. A summary of this information is presented below.
- The combined land area of the CRFM Member States is 433,549 km² whereas the area of the combined EEZ is approximately 2,060,721 km².
- Member States have a multi-species and multi-gear marine capture fishery operating from 32,664 small-scale / industrial vessels and 41 open registry vessels fishing on the “high seas”.
- The average marine capture fish production (2011-2020) is 161,417 tonnes (live weight), which is <1% of total global production. During the period 2013-2020, the region also produced approximately 8,577 tonnes of fish annually from aquaculture systems.



- The number of persons employed in direct production in the fisheries and aquaculture sectors (including full-time and part-time fishers, harvesters and farmers engaged in, artisanal / subsistence and commercial activities) in the CRFM region in 2019, was approximately 118,053 persons.
- The fisheries sector provides employment for an estimated 472,212 persons who either supply services and goods to the primary producers or are engaged in post-harvest activities. This includes persons engaged in processing, transporting, marketing and distribution, gear making etc. It is estimated that women represent at least 15% of all direct employment in the fishing sector
- Fish is an important source of protein and micro-nutrients in the countries, with annual fish consumption ranging between 10 and 35 kg/capita.
- In 2020 (during the COVID-19 pandemic) total imports of fish was 99,672 tonnes valued at US\$332.1 million. For the same period total domestic exports of fish was 55,472 tonnes valued at US\$234.8 million.

STRATEGIC PLANNING PROCESS

The strategic planning process applied the stages of a Policy Cycle (Figure 2), and the CRFM played a key role in national and regional governance processes by connecting multi-stakeholders and sectors, both vertically and laterally to enhance region-wide cooperation, coordination, and increase capacities and knowledge.

The task to develop the Third CRFM Strategic Plan started in 2020 with an independent performance review of the CRFM. The review process was facilitated by extensive consultation and participation by Member States, development partners and stakeholders at all levels in the region. Interviews with key stakeholders were done both in-person and virtually, in collaboration with the CRFM Secretariat. The target groups were Chief Fisheries Officers, Directors of Fisheries or Fisheries Administrator from the CRFM countries, Ministers and Permanent Secretaries / Chief Executive Officer of the respective countries, CRFM staff, fisherfolks, fishing enterprises, processors, exporters, research and academic institutions, NGOs, from CRFM countries and representatives from CRFM partner institutions. Also, the Caribbean Fisheries Forum held four Special Meetings and the CRFM Ministerial held one Special Meetings specifically to provide oversight and guidance for the review process and preparation of the Strategic Plan. These official and informal engagements provided invaluable inputs and guidance that contributed to the elaboration and validation of the Third CRFM Strategic Plan.

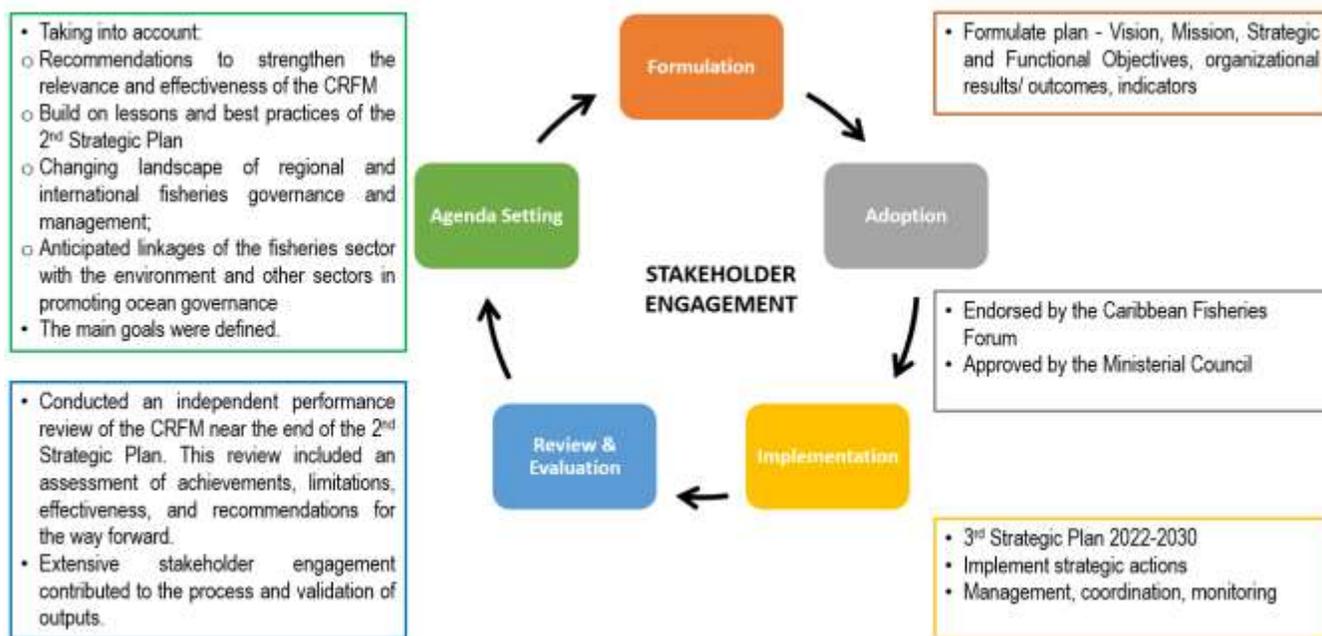


Figure 2: Strategic planning process for the Third CRFM Strategic Plan 2022 - 2030



HIGHLIGHTS OF CRFM'S ACCOMPLISHMENTS 2013 ↔ 2021



POLICY AND REGULATORY FRAMEWORK

- ✓ Commenced implementation of the **Caribbean Community Common Fisheries Policy**
- ✓ Assisted with development of international, regional, and national policies, legislation, and protocols

35+
Regional Policy
Instruments

5
Fisheries
Management
Plans

2
SPS Model Bills +
Regulations, Protocols,
Guidelines & Manuals



PROJECTS & PARTNERSHIPS

35+

Donor-funded Projects
implemented by CRFM, or in
collaboration with other partners

24+

Partnership Agreements
Concluded with regional
and international level
development partners

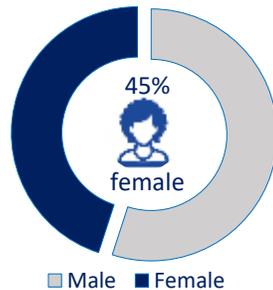


Introduction of the Fisheries
Early Warning and Emergency
Response mobile app



TRAINING & CAPACITY BUILDING

278+ Public +
Private
Sector
persons trained



17
CRFM Member States

Areas of training covered:

- ✓ Aquaculture
- ✓ Fisheries Assessment & Management
- ✓ Ocean Governance
- ✓ Fisheries Policy and Law
- ✓ Quality Management of Fish & Seafood or SPS Systems
- ✓ Advance Leadership & Management of Fishing Enterprises
- ✓ Marine Spatial Planning
- ✓ Management of Fisherfolk Organizations



KNOWLEDGE MANAGEMENT & PUBLICATIONS

400+

**Published Reports and
Multimedia Products**



Types of publications:

- ✓ Technical Reports
- ✓ Scientific Reports
- ✓ Best Practice Manuals
- ✓ Project Reports
- ✓ Fisheries Statistics & Information Reports
- ✓ Policy Briefs
- ✓ Strategies & Action Plans
- ✓ Fisheries Management Plans
- ✓ Newsletters



Developed knowledge
management platforms
for collaboration &
information sharing



THREATS AND OPPORTUNITIES

There are several global and regional trends that will affect fisheries and fisheries products at all levels in the coming years. The impacts of these trends are already being felt and are expected to be further amplified in the Caribbean region and particularly in the Small Island Developing States (SIDS), many of which are members of the CRFM.

A [SWOT analysis](#) conducted identified the main challenges to Member States. In terms of the fisheries and aquaculture sectors, they include:

- Stagnating or declining harvest from aquaculture and catch from marine fisheries due to Illegal, Unreported and Unregulated (IUU) fishing and organised crime, inadequate conservation and management measures, pollution and habitat degradation;
- Poor data and science for, monitoring, planning and evidence-based decision-making;
- Inadequate human and institutional capacities and resources including access to modern technology to support needed reforms in fisheries and aquaculture;
- Increasing number of people who are undernourished and vulnerable to food insecurity, under-employment and unemployment, and poverty;
- Increasing inequalities, including gender inequality and inequity, and limited youth engagement in fisheries and aquaculture;
- Climate change and variability; and increasing vulnerability to natural hazards such as flooding, hurricanes, earthquakes, and volcanoes;
- Increasing challenge to access foreign markets due to non-tariff barriers and increasingly stringent measures to combat IUU fishing and seafood fraud, traceability requirements, measures to meet international sanitary and phyto-sanitary standards, and conservation and management requirements for vulnerable, threatened, endangered or environmentally sensitive species;
- Competition from cheaper imported fish and fisheries products;
- Increasing vulnerability of fishing communities, disruptions of supply chains, markets and trade exacerbated by the COVID-19 pandemic;
- Increase in transnational organised crime which places fishers and coastal communities at risk and facilitate human rights abuse.
- Difficulty accessing official development assistance and financing for fisheries and aquaculture projects

Opportunities to address these concerns include:

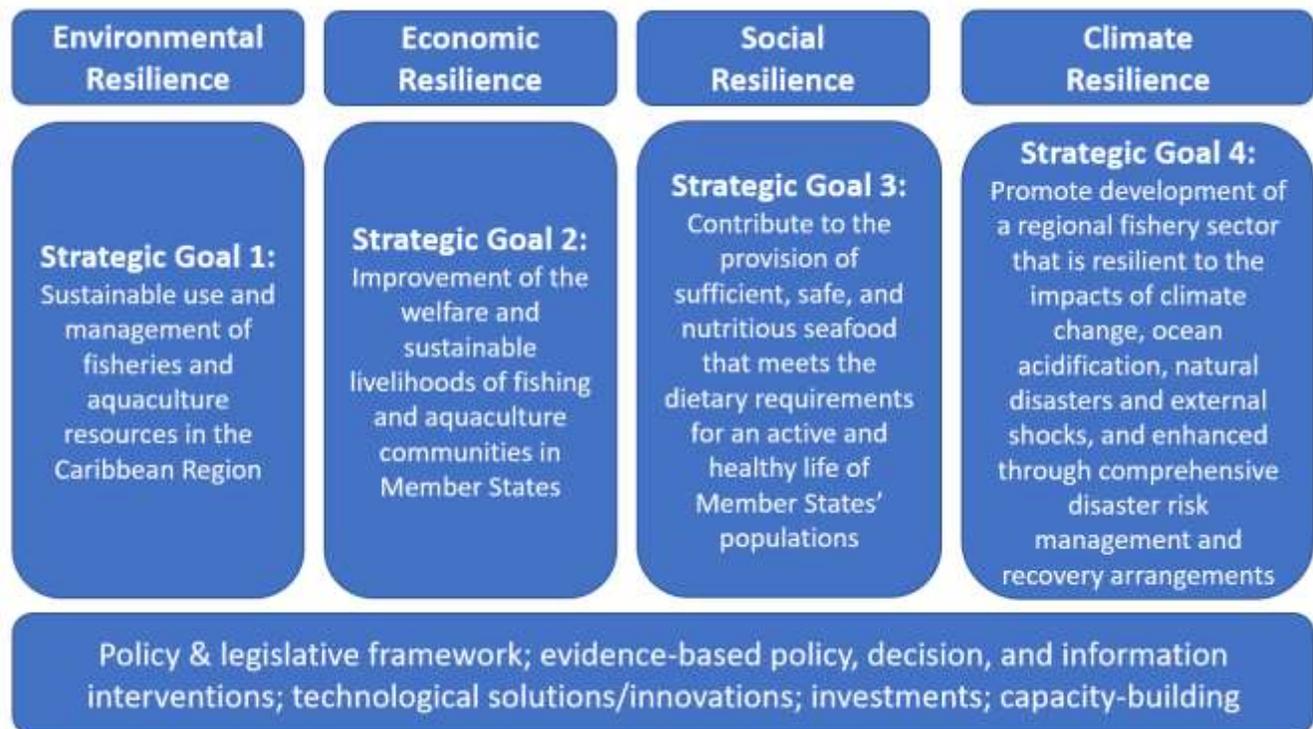
- Increased production of fish can play a major role in reducing malnutrition and regional fish import bill. Local and regional demand for fish and fisheries products is high;
- Strengthening seafood value chains by diversifying and creating value added products to improve monetary value of catches, and expanding trade and market access if the necessary SPS, sustainability and traceability requirements are met;
- Mainstreaming climate change and disaster risk management in the fisheries sector through the use of early warning systems, mitigation mechanisms, implementation of climate smart adaptation measures, and empowerment of fishing communities;
- Implementing the CARICOM COVID 19 Agri-Food Risk Management Framework and Action Plan, specifically through the Response and Recovery Phases and incorporating “building back better” principles where applicable;
- Enabling significant development of the aquaculture / mariculture industry in CARICOM Member States with a focus on food security, sustainable livelihoods, and export;
- Strengthening linkages between local fisheries and tourism sector to generate benefits for local economies;
- Enhancing the management of monitoring, control and surveillance systems and cooperation between fisheries authorities and crime prevention authorities to deter and prevent IUU fishing and organised crime in the fisheries sector and bolster income of fishers and food security in the Caribbean through more reliable fish supplies;
- Enhancing the implementation of sustainable fisheries management policies and measures by National Fisheries Authorities and the CRFM as the Competent Agency for the Common Fisheries Policy, in collaboration with development partners will improve sustainability of catches.



Photo Credit: Belize Fisheries Department

“Build Back Better”

The “Build Back Better” principle offers an opportunity to apply resilience measures to overcome the region’s challenges in the fisheries and aquaculture sectors, to rebuild and strengthen the sectors and fishing communities to be more resilient and productive in the future. The principle recognises that the social, economic, environmental, and climate dimensions are intertwined and should be pursued collectively for achievement of all strategic and functional goals in a holistic and integrated manner. Success is facilitated by adequate policy and legislative frameworks, evidence-based policy, decision and information interventions, innovations, investments, and capacity building.



We must be strategic about prioritising activities to achieve our goals. Many of the weaknesses and threats will be addressed to ensure improved achievements for new areas of work identified, and for areas of work where progress has been slow – new strategies are proposed. Hence, the effectiveness of CRFM will be strengthened.



OUR DIRECTION



FUNDAMENTAL PRINCIPLES GUIDING THE CRFM

- Use of the **best available scientific information** in fisheries management decision-making, taking into consideration traditional knowledge concerning the resources and their habitats as well as environmental, economic, and social factors;
- Application of **internationally recognised standards and approaches**, in particular the precautionary approach to fisheries management and the ecosystem approach to fisheries management;
- The principle that the level of fishing effort should not exceed that commensurate with the **sustainable use of fisheries resources**;
- The **participatory approach**, including consideration of the particular rights and special needs of traditional, subsistence, artisanal and small-scale fishers;
- Principles of **good governance, accountability, and transparency**, including the equitable allocation of rights, obligations, responsibilities, and benefits;
- The **principle of subsidiarity**, in particular that the Competent Agency will only perform those tasks which cannot be more effectively achieved by individual Members;
- Maintaining biodiversity in the marine environment using the best available scientific approach to management

VISION

Effective management, conservation and sustainable use of fisheries and aquaculture to maximise social and economic benefits in the CRFM Member States.

MISSION

Promote and facilitate responsible and sustainable use of the region’s fisheries and other living aquatic resources for improved food security, livelihood, and welfare of the people of the region.

ULTIMATE OUTCOMES

- Sustainable growth for all CARICOM Member States
- Reduced environmental vulnerability
- Improved quality of life for all the Community
- An integrated Community with equity for all

MAJOR CONTRIBUTION TO THE SDGs:



STRATEGIC & FUNCTIONAL GOALS

By the year 2030, the CRFM aims to achieve the four strategic goals and one functional goal set out below.

Strategic Goal:

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

Functional Goal:

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



Photo Credit: Sandra Grant



KEY INDICATORS*

- *% increase in technical and scientific information for planning and decision-making*
- *% increase in data and information management capacities and practices*
- *# management measures for protection of critical habitats and ecosystem*
- *% increase in fisherfolk organization's participation and outputs*
- *% participation of women and youth in community-based management practices*
- *# [CRFM-OSPESCA Joint Action Plan](#) outputs*
- *% increased implementation of [Working Group on Aquaculture Plan of Action](#)*
- *# training, persons trained, capacity building, and support provided*
- *# national plans of action to prevent, deter and eliminate Illegal, Unreported and Unregulated fishing.*

STRATEGIC GOAL 1:

Sustainable use and management of fisheries and aquaculture resources in the Caribbean region

STRATEGIC OBJECTIVES:

1.1 EFFECTIVE SUSTAINABLE MANAGEMENT AND UTILISATION OF FISHERIES RESOURCES OF MEMBER STATES

- a. Active support to improve fisheries research and assessment, and upgrade fisheries data collection, management and information sharing systems to improve evidence-based decision-making.
- b. Active application of sustainable management practices to maintain stocks within safe biological limits, including use of measures to reduce ghost fishing and by-catch, based on the best available scientific information, traditional knowledge, and application of precautionary and ecosystem approaches.
- c. Active development and implementation of marine spatial plans (including Marine Protected Areas and Marine Managed Areas), FMPs and conservation and management measures for key fisheries and ecosystems to ensure sustainable use of the resources and protection of critical habitats and ecosystems.
- d. Active development and application of co-management and community-based management practices.
- e. Strengthen fisherfolk and other community-based organisations for improved / effective participation in governance, with enhanced impacts on fisheries management processes at both the national and regional levels.
- f. Further strengthen advocacy and representation of CRFM fisheries interests in regional and international inter-agency arrangements and negotiations.
- g. Upgrade and implementation of national legislation and regulations to improve sustainable fisheries and aquaculture and protect critical habitats.

1.2 PROMOTE ECONOMIC MODELS FOR VARYING SCALES AND TYPES OF AQUACULTURE OPERATIONS TO IMPROVE FOOD PRODUCTION AND LIVELIHOODS

- a. Support development of integrated multi-trophic aquaculture as a source of food and livelihoods
- b. Improved implementation of the [Aquaculture Plan of Action](#), including through support to the implementation of best aquaculture practices and adoption of new and emerging technologies.
- c. Provide technical guidance on small-scale aquaculture, including mariculture and aquaponics, to improve profitability and sustainability of these operations

1.3 STRENGTHENED MONITORING, CONTROL AND SURVEILLANCE SYSTEMS AND FRAMEWORKS TO COMBAT IUU FISHING AND ORGANIZED CRIME IN THE FISHERIES SECTOR

- a. Improved capacities for national and regional monitoring, control, surveillance, and enforcement to combat IUU fishing and organized crime in the fisheries sector.
- b. Active implementation of the [WECAFC Regional Plan of Action to prevent, deter, and eliminate Illegal, Unreported and Unregulated fishing](#).

* Note: Key indicators have been chosen that are representative of a larger suite and which reflect synergies with other indicators countries are expected to report on regionally and globally.



Dr. Sandra Grant



KEY INDICATORS

- *% increased access to social security, medical benefits, social safety net, insurance, and other incentives*
- *% food safety capacity for the fisheries sector*
- *% fishers' protection against the risk of damage and / or loss*
- *% improvement in fishers' safety*
- *% development of public-private and / or public-public partnerships*
- *% Improved capacity of fisherfolks in leadership, business practices, entrepreneurship, digital economy, and negotiations*
- *% improvement in capacity for fisheries extension services*
- *% improvement in capacity of SMMEs for business planning and to access micro-finance, credit, and investment facilities*
- *% strengthened information and knowledge management for access by policy makers and investors*
- *# activities for technology transfer*

STRATEGIC GOAL 2:

Improvement of the welfare and sustainable livelihoods of fishing and aquaculture communities in Member States

STRATEGIC OBJECTIVES:

2.1 COMPETITIVE AND PROFITABLE FISHERIES AND MARINE RESOURCE DEVELOPMENT WITHIN THE BLUE ECONOMIC SPACE OF RESPECTIVE MEMBER STATES

- Enhanced industries' role and contribution within the blue economy by strengthening competitive advantage, product development and value addition, and overall profitability of fisheries and aquaculture.
- Promulgate and support implementation of regulations, guidelines and [Protocols on Good Fish and Fishery Product Hygiene Practices](#) in private sector companies.
- Improved uptake, sustainability, and economies of scale, via sustainability plans and strengthened capacities, documentation and sharing of lessons and best practices for building institutional memory and adaptive learning.
- Enhanced cross-sectoral collaboration and knowledge generation on differentiated social and cultural factors impacting gender equality and youth engagement in fisheries.
- Updated policies and protocols, and programmes implemented to improve occupational health, working conditions, safety, social security and welfare of fishers and fishing communities

2.2 CAPACITY BUILDING AND INSTITUTIONAL STRENGTHENING IN BOTH PUBLIC AND PRIVATE SECTOR, TO PROMOTE SUSTAINABLE RESOURCE USE, MANAGEMENT, AND CONSERVATION

- Fisheries governance is benefiting from strengthened national fisheries administrations, fisherfolk organisations and other supporting institutional frameworks, to collaborate and participate actively to promote small-scale fisheries interests in fisheries management and conservation processes at local, national, and regional levels.
- Member States and stakeholders have access to formal fisheries and aquaculture education programmes delivered through strengthened fisheries extension services.
- Strengthened small, medium, and micro enterprises in business and financial planning, management, marketing, and entrepreneurship.
- Increased understanding of the differentiated social and cultural factors impacting labour and poverty of women, men, youth in fisheries, and gender-responsive approaches to address these issues.
- Improved technical collaboration and knowledge exchange, by engaging relevant commercial organizations and public sector entities to support effective implementation of proposed interventions.
- Promote technology transfer on environmentally friendly fishing technology and fishing practices.





KEY INDICATORS

- *% increase in value creation, value addition, value chain, and SPS management capacities*
- *% strengthened regional SPS coordination framework for the fisheries sector*
- *# technical assistance to improve laboratory testing capacity for the fisheries sector*
- *% food safety capacity for the fisheries sector*
- *% increase in fisheries sector interface with food and nutrition agencies*

STRATEGIC GOAL 3:

Contribute to the provision of sufficient, safe, and nutritious fish and seafood that meets the dietary requirements for an active and healthy life of Member States' populations.

STRATEGIC OBJECTIVES:

3.1 PROMOTE MARKET DEVELOPMENT AND SAFE CONSUMPTION ALONG THE FISHERIES VALUE CHAINS

- a. Support fisheries and aquaculture product development through market promotion, value-addition, branding / certification, and enhanced access to low-credit financing mechanisms.
- b. Further development, promulgation, and implementation of a Caribbean Regional Fisheries Sanitary and Phytosanitary (SPS) Framework.
- c. Promote establishment of a [CRFM Commercial Research and Innovation Centre](#).
- d. Develop and adopt protocol under the Common Fisheries Policy to address the role of fish and seafood in contributing to food and nutrition security, including reducing incidences of non-communicable diseases in the region.

3.2 PROMOTE IMPROVED ACCESS AND CONSUMPTION OF NUTRITIOUS FISH AND SEAFOOD

- a. Develop innovative seafood products with improved nutritional value.
- b. Promote research that will maximise the potential of living aquatic animals and plants to influence nutrition outcomes.
- c. Promote nutrition education and awareness programmes to improve understanding of the nutritional value, diverse fish / seafood diets and appropriateness for different age groups.
- d. Strengthened capacity for collaborative planning and interaction between and among national and regional agencies responsible for fisheries and food and nutrition security.
- e. Improved consumer access to affordable and nutritious fish and seafood.
- f. Support transition to and expansion of e-commerce in the fisheries sector.



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KEY INDICATORS

- *% improved collaboration among agencies and sectors for integrating climate change considerations into governance and monitoring frameworks*
- *% increase in energy efficiency of the industry*
- *% improvement in establishment of comprehensive national and regional data collection, management, sharing and reporting systems*
- *% improvement in innovative financing mechanisms and the deployment of economic incentives for investment in resilience*
- *% improved collaboration among agencies and sectors for incorporating climate change and disaster risk considerations*
- *% strengthened implementation of the [Climate Change Adaptation and Disaster Risk Management Protocol and Regional Strategy and Action Plan](#)*

STRATEGIC GOAL 4:

Promote development of a regional fishery sector that is resilient to climate change, ocean acidification, natural disasters, and external shocks; and, enhanced through comprehensive disaster risk management and recovery arrangements.

STRATEGIC OBJECTIVE:

4.1 ENHANCED REGIONAL AND NATIONAL FRAMEWORKS, MECHANISMS AND ENABLING ENVIRONMENTS TO MONITOR CLIMATE CHANGE AND OCEAN ACIDIFICATION IMPACTS ON FISHERIES AND MARINE ECOSYSTEMS.

- a. Integration of climate change adaptation and mitigation strategies and actions for fisheries and aquaculture into the national development portfolio of Member States.
- b. Implementation of specific adaptation measures to reduce vulnerability of fishers and fishing communities to climate change.
- c. Increased use of renewable energy and energy efficient harvesting, processing, and cold storage systems, and reduction of the region's reliance on fossil fuels in fisheries and aquaculture.
- d. Provide the impetus and capacity for building resilience to the impacts of climate change in fisheries and aquaculture.
- e. Promote sustained access to and provision of national, regional, and international climate change finance.
- f. Support integration of ocean governance into regional and national decision making on climate change.
- g. Responsive reporting and effective governance frameworks for climate change resilience building.
- h. Effective enabling environment and systems for averting, minimising, and addressing loss and damage from climate change, natural disasters, and external shocks.
- i. Support further development and expansion of risk insurance for fishers and the fisheries sector including sovereign parametric insurance products.





KEY INDICATORS

- *% improvement of communications framework, ICT, and other relevant productive tools*
- *# partnership arrangements for policy planning, coordination*
- *% improvement in coordination with CARICOM governance processes*
- *# monitoring and evaluation system established*
- *# human resource plan developed detailing various skill sets required*
- *% implementation of the CRFM Resource Mobilization Strategy*
- *# biennial work plans implemented that integrate all strategic goals*
- *# administrative and / or management systems that support current and proposed programs and projects of CRFM*

FUNCTIONAL GOAL:

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

FUNCTIONAL OBJECTIVES:

1.1 CRFM GOVERNANCE AND ADMINISTRATION STRENGTHENED

- Improved capacity and resources available to the CRFM Secretariat to analyse, plan, implement, and monitor its activities and support Member States in an effective and efficient manner.
- Upgraded [CRFM's Operating Systems](#) and procedures to be on par with international best practices, including transparency and accountability requirements, so that the organisation may be internationally recognised and accredited as a provider of accurate and relevant administrative, financial and management information with capacity to manage large donor projects.
- Modernize the communications framework, ICT, and other productivity tools available to the CRFM Secretariat and other organs of the CRFM to effectively engage its constituents and improve communication, decision-making and productivity (ICT space).

1.2 EFFECTIVE COLLABORATION WITH MEMBER STATES AND STAKEHOLDERS

- Strengthened organisational partnership arrangements for policy planning, coordination, and executing the work of the Governance Bodies (Ministerial Council, Forum, and their subsidiary bodies).
- Increased stakeholder inputs into regional governance processes.
- Strengthened regional key management and conservation practices implemented.
- Strengthened regional network of research and assessment promoted.
- Strengthened coordination and collaboration with CARICOM governance processes including working with CARICOM Secretariat and other specialised CARICOM Institutions within the CARICOM Strategic Plan.

1.3 MONITORING AND EVALUATION

- [CRFM Results Based Management Policy](#) is successfully implemented.
- CRFM monitoring and evaluation system established, maintained, and successfully implemented.
- Biennial Review and Update reports utilised to keep policy implementation under review.
- Data and information on progress against goals and objectives collected, analysed, and shared with CRFM Member States.
- Support for good governance practices facilitated through informed, responsive, participation, and adaptive policy and management cycles.

1.4 EFFICIENT ADMINISTRATIVE, FINANCIAL, AND HUMAN RESOURCES MANAGEMENT

- Human resource capacity is strengthened
- Funding resources are effectively mobilized
- Administrative and management systems are strengthened to address identified gaps and weaknesses



Photo Credit: CRFM Secretariat

RESOURCE MOBILIZATION FRAMEWORK



PUBLICATIONS

- *CRFM Research Paper Collection Series*
- *CRFM Technical and Advisory Document Series*
- *CRFM Administrative Report Series*
- *CRFM Annual Management Report*
- *CRFM Special Publications Series*
([CRFM's Documents | crfm.int](https://www.crfm.int/crfm-international/documents))



WORKING GROUPS

- *CRFM Pelagic Working Group on ICCAT*
- *CRFM Aquaculture Working Group*
- *CRFM Continental Shelf Fisheries Working Group*
- *CRFM/CARICOM Fisheries and Aquaculture priority Commodity*
- *CRFM/WECAFC Working Group on flyingfish in the Eastern Caribbean*
- *CFMC/OSPESCA/WECAFC/CRFM/CITES Working Group on queen conch*
- *WECAFC/CRFM/OSPESCA WG on IUU fishing*
- *OSPESCA/WECAFC/CRFM/CFMC Working Group on Spiny Lobster.*
- *WECAFC/OSPESCA/CRFM/CFMC Working Group on Recreational Fisheries.*
- *CFMC/WECAFC/OSPESCA/CRFM Working Group on Spawning Aggregations*
- *CARICOM Thematic Groups*

Achieving the strategic and functional objectives set out in this Plan will require aggressive mobilisation and deployment of financial, human, and technical resources. With the present dynamic and challenging environment for mobilising resources the CRFM needs to be proactive, focused, aggressive, and innovative to secure the required resources from Member States, donors, and international development partners. The way forward requires coordinated and structured actions to meet the new demands of consolidating and deepening relations with traditional donors and identifying and building partnerships with new donors thereby expanding the donor base.

The CRFM as an organisation will therefore reorient itself and elevate the priority given to resource mobilisation in its activities, practices, and organisational culture. The Ministerial Council, Forum, Executive Committee, and the CRFM Secretariat will sharpen their focus on resource mobilisation. The organisation will also focus on delivering high quality results and outcomes and carefully reposition, promote, and distinguish itself as a competent, experienced, and reliable partner addressing fisheries and marine living resource governance and management in the Caribbean as a part of the strategy to improve resource mobilisation.

The CRFM will be systematic and consistent in nurturing and reinforcing relationship with traditional donors and international development partners as well as investing in building new partnerships and alliances with non-traditional donors and partners including NGOs and CSO, to further invest in sustainable fisheries and aquaculture and blue economic growth in the region.

The CRFM will therefore seek to enhance efforts to improve awareness and understanding of its role in supporting Member States in resource mobilisation and find new ways to make the organisation an attractive and compelling body with which donors and international development organisations will confidently establish partnerships for the effective utilisation of resources aimed at achieving balanced social and economic growth and development and marine resource conservation and management in the CRFM Member States.

The [CRFM Resource Mobilisation Strategy, 2022 - 2030](#), will be elaborated as a companion instrument to provide a clear pathway for Member States and the Secretariat, working under the direction and guidance of the Ministerial Council and Forum, to ensure that the programmes and activities aimed at achieving the shared vision and commitments for blue growth and wealth creation through sustainable use and management of the living marine resources set out in this Third CRFM Strategic Plan (2022 – 2030) can be adequately resourced and achieved.



IMPLEMENTATION

BIENNIAL WORK PLANS, BUDGET, AND ANNUAL REPORTS

- a. The Third CRFM Strategic Plan 2022 to 2030 is a long-term strategic framework document which sets out the vision, mission, principles, intended outcomes and strategic direction for the CRFM.
- b. The Third CRFM Strategic Plan will be operationalised and implemented through a series of 5 Biennial Work Plans and Budgets.
- c. Each Biennial Work Plan and Budget will identify the relevant Strategic and Functional Objectives and provide detailed description of the projects, activities, resources (financial, human resources), intermediate outcomes and outputs, together with performance indicators and measures, as well as information on how the objectives will be achieved.
- d. The Biennial Work Plan and Budget will be prepared using the approved CRFM Results-Based Management Policy framework.
- e. The CRFM Secretariat will prepare the Biennial Work Plans in collaboration with Member States and Partners organisation. The Draft Work Plans will be submitted to the Executive Committee and Caribbean Fisheries Forum for input and endorsement, after which they are presented to the Ministerial Council for final approval.
- f. The CRFM Secretariat will also prepare and submit Annual Reports to the Forum setting out the activities undertaken, achievements, intermediate outcomes and output, key indicators and measures of performance using the approved Results-Based Management Monitoring, Evaluation Reporting Framework.
- g. Member States and partner organisations will also prepare and submit Annual National and Organisational Reports to the Forum setting out the activities undertaken, achievements and challenges encountered during the year.
- h. Future year Work Plans and Budgets will be adjusted based on the results and lessons learnt from the annual monitoring and reporting, and the technical recommendations and policy directions provided by the Forum and Ministerial Council respectively.

HUMAN RESOURCE MANAGEMENT

- a. The CRFM subscribes to the gender sensitive, eight-stage model of the Human Resource Cycle which includes the functional areas and responsibilities: job description, selection and placement, organisational design, skill assessment, training and education, performance management, rewards and compensation, and career planning and development; within the employment life span of employees.
- b. Some skills are required on a continuous basis to ensure smooth operation of the CRFM Secretariat and are considered Core Staff. Other skills that would be acquired on a need's basis, dependent on funding, would be tied to implementation of the Biennial Work Plans and funding from projects.

MONITORING AND EVALUATION

- a. Regular monitoring and evaluation based on the approved CRFM Results-based Management Policy will form a key component of the governance and implementation of the Third CRFM Strategic Plan.
- b. Regular monitoring and evaluation reports will be submitted to the Forum and Ministerial Council and development partners to: (i) demonstrate and highlight progress and outcomes arising from investment by Member States, donors, and development partners; and (ii) identify areas of weaknesses where changes may be required to achieve the desired results
- c. The Annual Reports by the CRFM Secretariat, Member States and Partner organisations will be the primary reporting tool for on-going monitoring and assessment of the performance of the Secretariat and Members towards achieving the Strategic and functional goals and objectives set out in the Strategic Plan and Biennial Work Plans and Budget.
- d. An independent mid-term evaluation of the performance of the Secretariat and Member States against the target results and outcome set out in the Strategic Plan and Work Plans will be conducted at the end of year 4 of the Strategic Plan. The results of the evaluation will be used to make necessary adjustments to future Biennial Work Plans and Budget.
- e. A final comprehensive Independent Strategic Review of the performance of the CRFM will be conducted during the final year of the Strategic Plan (2030). The results and recommendations will be used to inform the preparation of the Fourth CRFM Strategic Plan.



CRFM ONGOING PARTNERSHIPS

The CRFM has developed and maintained informal and formal partnerships (MoU) with the Dominican Republic and several regional and international organisations to facilitate cooperation in supporting fisheries and aquaculture development and marine resource management in the region. Key partners include:

- *The Caribbean Community Secretariat*
- *FAO / Western Central Atlantic Fishery Commission (WECAFC)*
- *United Nations (UN) Environment*
- *IOC- UNESCO-IOCARIBE*
- *United Nations University / UNESCO GRO Fisheries Training Programme (UNESCO GRO-FTP)*
- *International Atomic Energy Agency (IAEA)*
- *Central America Fisheries and Aquaculture Organization (OSPESCA)*
- *Aquaculture Network of the Americas (RAA)*
- *Caribbean Large Marine Ecosystem (CLME) SAP Regional Coordinating Unit*
- *Organisation of Eastern Caribbean States (OECS) Commission*
- *Caribbean Network of Fisherfolk Organisations (CNFO)*
- *Caribbean Agriculture Research and Development Institute (CARDI)*
- *University of Belize*
- *University of the West Indies*
- *IOI / Dalhousie University, Canada*
- *Australian National Centre for Ocean Resources and Security (ANCORS), University of Wollongong, Australia*
- *University of Florida - Sea Grant, USA*
- *Caribbean Community Climate Change Centre (CCCCC)*
- *Caribbean Disaster Emergency Management Agency (CDEMA)*
- *CARICOM Regional Organisation for Standards and Quality (CROSQ)*
- *Caribbean Agricultural Health and Food Safety Agency (CAHFSA)*
- *Caribbean Fishery Management Council (CFMC)*
- *Caribbean Catastrophe Risk Insurance Facility Segregated Portfolio Company (CCRIP-SPC)*
- *French Research Institute for Exploitation of the Sea (IFREMER)*

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Link to CRFM documents: [Documents \(crfm.int\)](https://www.crfm.int/documents)

CRFM

The CRFM is an inter-governmental organisation whose mission is to “Promote and facilitate the responsible utilisation of the region’s fisheries and other aquatic resources for the economic and social benefits of the current and future population of the region”. The CRFM consists of three bodies – the Ministerial Council, the Caribbean Fisheries Forum and the CRFM Secretariat. CRFM members are Anguilla, Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago and the Turks and Caicos Islands.

