

## **Crick Carleton**

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<b>Nationality</b>	British
<b>Year of Birth</b>	1949
<b>Profession</b>	Management Consultant & Business Analyst
<b>Specialisation</b>	Business planning, institutional reform, natural resource policy

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### KEY QUALIFICATIONS

Crick Carleton is the founder and Chief Executive of Nautilus Consultants Ltd., an international firm of consultants specialising in the economic, social, commercial and environmental aspects of natural resource use. His particular areas of expertise are in institutional and corporate restructuring, management and decision-making systems, natural resource policy, and programme and project evaluations. These draw on academic training in the natural sciences and applied economics, and work experience over a 30 year career covering some eighty countries.

He has advised at senior levels in national government, has worked with the senior management teams of public sector bodies, and advised corporate managers on various aspects of policy, reform, development and improved decision-making. He balances an increasing workload within Europe with restructuring and privatisation work in emerging and transition economies in both temperate and tropical locations around the world.

Crick has regularly contributed to the formulation of policy in the matter of fishery sector management, sustainable development, international trade, the rules governing public agency operation and support to private sector development, and the rules governing competition between public and private bodies.

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### EDUCATION AND PROFESSIONAL STATUS

BSc	Zoology, University of Bristol, 1971
MSc	Tech. Economics, University of Stirling, 1975
EAFE	Member of the European Association of Fisheries Economists
IFFET	Member of the International Institute for Fisheries Economics & Trade

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### EXPERIENCE RECORD

1979 - present	Founder and Managing Director, Nautilus Consultants Ltd., Peebles, UK.
1975 - 1978	Consultant, Fisheries Development Ltd., London, UK.
1973 - 1974	Hospital Surgical Sales Representative, Lepetit Pharmaceuticals, UK.
1971 - 1972	Fisheries Superintendent, Kano State, N. Nigeria, (Voluntary Service Overseas; position sponsored by Oxfam)

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## WORK RECORD

He has undertaken over 250 short and medium duration assignments over the last 30 years. Brief summaries and examples of such work are presented below. More detailed information is available on request.

The experience gained from working in over eighty countries around the world has been used since the late eighties to advise on many aspects of economic and institutional reform. At the institutional level such work has focused on the better use of management information, the introduction of incentive systems that better reflect corporate and institutional ambitions, and restructuring in such a way as to better reflect operational and financial requirements.

A key focus for such advice has been public administrations, support agencies, charitable organisations and semi-state bodies where the distinctions between social and commercial objectives are particularly blurred, and the impacts of good and bad policy are particularly telling.

The above has been balanced by work of a more private sector orientation normally related to improvements in management and strategic planning, capture of best practice systems, assessment of development proposals, and identification as to whether a case for public sector investment in such proposals exists.

In addition to the above, Crick has regularly contributed to the formulation of policy in the matter of fishery sector management, international trade, the rules governing public agency operation and support to private sector development, and the rules governing competition between public and private bodies.

All of these aspects have been addressed in the completion of sector studies associated with fisheries development in such places as Sri Lanka, Oman and Iran, focusing on the re-alignment of national policy in support of private sector development. In addition he has contributed to planning in respect of trade policy in such diverse areas of the world as the South Pacific island countries, West Africa, the horn of Africa and South East Asia.

He has also contributed to thinking on a variety of issues associated with fisheries management in Europe and elsewhere. Matters that have been addressed include vessel decommissioning, quota trading, compliance systems, the role of Producer Organisations, regional fisheries management, moves towards more sustainable fishing practices, and the use of market mechanisms in support of the achievement of more sustainable fishery sector practices.

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## COUNTRIES OF WORK EXPERIENCE

- **Island countries** –American Samoa, Cook Islands, Falkland Islands, Fed. States of Micronesia (F.S.M.), Fiji, Guam, Kiribati, Montserrat, Nauru, New Zealand, Palau, Papua New Guinea, St. Helena, St. Lucia, Samoa, Seychelles, Solomon Islands, Tonga, Tristan da Cunha, Turks & Caicos Islands, Tuvalu, Vanuatu.
- **Europe** – Albania, Belgium, Ireland, Italy, France, Germany, Netherlands, Norway, Romania, Spain, Sweden, Switzerland, Turkey, U.K..
- **The Americas** – Belize, Costa Rica, Ecuador, U.S.A..
- **Asia Minor & Horn of Africa** – Bahrain, Egypt, Kuwait, Iraq, Iran, Oman, Qatar, Saudi Arabia, Somalia, Sudan, Yemen, UAE.
- **Africa** – Algeria, Angola, Congo (Brazzavile), Congo (Dem. Rep.), Gambia, Ghana, Guinea, Kenya, Liberia, Mauritania, Mali, Morocco, Mozambique, Namibia, Nigeria, Senegal, Tanzania, Zambia.



- **Asia** – Bangladesh, Hong Kong, India, Indonesia, Japan, Lao PDR, Malaysia, Philippines, Sri Lanka, Taiwan, Thailand, Vietnam.

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## PROJECT EXAMPLES

Fishery / seafood standards

Business planning

Investment appraisals

Institutional and corporate restructuring

Reshaping decision-making structures

Improved management systems

Economic development policy

Fishery sector policy and planning

Fisheries management systems

IT and electronic trading systems

Coastal Zone Management

Programme evaluation

Indices, standards and certification

- **Team leader, various Marine Stewardship Council sustainable fishery pre-assessments** for various private clients – with Food Certification International
- **Team leader, full assessment to MSC standard of the following fisheries:**
  - Astrid Fiske North Sea herring purse seine fishery
  - SPSG North Sea herring trawl fishery
  - SPSG western mackerel trawl fishery
  - North Sea brown shrimp fishery
  - St Helena line fishery for tuna

under contract to MSC accredited certifier Food Certification International
- **Team leader, testing of new assessment methodology on data poor small-scale fisheries** Marine Stewardship Council
- **Development of sustainability indicators for 12 species caught by Cornish fishermen** the Cornwall Sustainable Fisheries Group / Seafood Cornwall
- **Demonstration of responsible operation of South American fishing activities** Private Client
- **Development of fishing and aquaculture environmental indicators for Europe** European Environmental Agency (EEA)
- **Development of systems, templates & processes for assessment of MSC standard** Food Certification International
- **Assessment of how a quality *marque* might be applied to regional fisheries**



## Seafood Scotland

- **Participation on the “Airlie House meeting” establishing the MSC Principles & Criteria Marine Stewardship Council**

## Business planning

- **Strategy for improving fisheries competitiveness and environmental management**  
The Berwickshire Pilot - Scottish Sustainable Marine Environment Initiative
- **Building-up Community Held Fishing Quota in the Highlands & Islands of Scotland**  
Highlands & Islands Enterprise
- **Facilitation of the development of a County Donegal Seafish Industry Strategy**  
Donegal County Council, Ireland
- **Study to spread the trading risk of fish processors**  
Highlands and Islands Development Board, Scotland
- **St Helena Fishery Development Study**  
UK Department for International Development (DFID).
- **Fish export development strategy for the Cook Islands**  
Food and Agriculture Organisation
- **Market analysis for launch of seafood recipe dish range**  
Scottish Development Agency / Private Client
- **Overview of international trade in shrimp, salmon, cod and other whitefish**  
Private client
- **Reviewer, INFOMAR project - large area fishery information & trading system**  
DG III of the European Commission
- **Review of company fishery plans**  
Govt. of the Falkland Islands / Private Clients
- **Strategic development study for Grampian pelagic sector**  
Grampian Regional Council
- **ULT tuna vessel feasibility study, Kiribati**  
Govt. of Kiribati/ European Development Fund

## Investment appraisals

- **R&D programme exploring new opportunities in seaweed commercialisation**  
Scottish Enterprise
- **The commercial impact of a move to a white meat fishery for king scallop**  
Sea Fish Industry Authority



- **New jobs for the fishing industry, Hastings**  
Hastings Borough Council
- **Wick Harbour Development Project**  
Scottish Office / Wick Harbour Board of Trustees
- **Brixham Harbour Regeneration Project**  
Torbay Council, UK
- **Pelagic processing plant study**  
Highland Regional Council of Scotland
- **Electronic auction network management**  
Europe-based Enterprise Development Organisation
- **Business appraisal of shellfish processing company**  
Scottish Borders Enterprise
- **Development of marine product based craft industries**  
Commonwealth Secretariat
- **Feasibility study for fish processing and trading company, UAE**  
Arab Agency for Agricultural Investment and Development (AAAID)
- **Cod farming: technical and economic feasibility in a Scottish context**  
Highlands & Islands Enterprise, Scotland

#### Institutional and corporate restructuring

- **Co-director and institutional specialist, restructuring of Turkey fishery sector**  
EC EuropeAid / government of Turkey
- **“Red Team” advisor to the UK Strategy Unit studying the reform of UK fishery policy**  
UK Cabinet Office Strategy Unit
- **Outline of how a regional dimension could be introduced to the CFP**  
Fisheries Committee of the European Parliament
- **Meeting new fishery management obligations in the face of a changing regulatory regime**  
Electricity Supply Board (ESB) Ireland – hydroelectric generator & catchment area manager
- **Strategic review of impact of auction systems on the future of UK fishing ports**  
Seafish Industry Authority, UK
- **Project Formulation for commercial restructuring of AIT aquaculture**  
UK Department for International Development (DFID)
- **Re-structuring of the Romanian fishery sector: shifting from public to private ownership**  
British Know How Fund / NRI
- **Improving the marketing services offered to Producer Organisation members**  
EU PESCA / ANIFPO, UK
- **Defence of the role and function of BIM under external challenge for institutional reform**



Irish Sea Fisheries Board / Bord Iasaigh Mhara (BIM)

### Reshaping decision-making structures

- **Fishery industry representation and reform of EU Advisory Committee on Fisheries**  
DG XIV of the European Commission
- **New approaches to integration of NR planning within mainstream planning systems**  
Overseas Territories Unit (OTU) of DFID
- **Facilitation services to seafood strategy planning committee for Wales**  
Welsh Development Agency
- **Facilitation of public meetings on fishing interests in the Solway Firth**  
Solway Firth Partnership
- **Monitoring and control systems assistance to poverty alleviation institution**  
Grameen Motsho Foundation, Bangladesh / DFID, UK
- **Education for sustainability - strategy for further and higher education**  
Scottish Natural Heritage.
- **Local government reorganisation, and impact on environmental services**  
Scottish Wildlife and Countryside Link
- **Fishery aid policy and environmental issues**  
Danish Foreign Ministry
- **Facilitation of meeting on eco-labelling and the fish processing sector**  
UK Private Client

### Improved management systems

- **The scope for use of fishery spatial management tools in marine conservation**  
Natural England
- **Achievement of improvements in value chain management from net to market**  
Irish Sea Fisheries Board (BIM)
- **Improving project management systems, sturgeon conservation, lower Danube**  
GEF / World Bank
- **Mid-term review of the Danube Delta Biosphere Reserve Authority's programmes**  
World Bank
- **Management restructuring of shrimp farm, Middle East**  
Private Client
- **Management support project, State Trading Company, South Yemen**  
UNDP/ Food & Agriculture Organisation
- **Investment Study for Banjul Fishery Harbour Complex, The Gambia**  
Islamic Development Bank / Govt. of The Gambia



- **North Shields Port Management Study**  
North Tyneside Council/ Tyne and Wear Development Corporation

#### Economic development policy

- **Better Regulation: evaluation of the administrative burden of fisheries regulations**  
Fisheries Administration, Defra, UK
- **Development of aquaculture development strategy for the Western Isles**  
Western Isles Islands Council / Comhairle nan Eilean Siar, Scotland
- **Assessment of the impact of public subsidies to the fisheries industries of the EU**  
DG XIV of the European Commission
- **Assessment of the economic contribution of marine related tourism to Scotland**  
The Sustainable Tourism Project, Highlands and Islands of Scotland
- **Commercial and market development components of Iranian fishery sector study**  
World Bank / French Development Agency
- **Study of communities highly dependent on fishing**  
DG XIV of the European Commission
- **Preliminary seafood foreign trade strategy for Vietnam**  
International Trade Centre
- **Project Formulation of Indian fishing/seafood export project**  
International Trade Centre / UNDP

#### Fishery sector policy and planning

- **North East England Fisheries: Future Options**  
ONE NorthEast
- **Review of the Merseyside Objective 1 FIFG Fishery Sector Development Programme**  
Government Office North West, UK
- **Drafting of action plan for the Fisheries Objective 1 programme for Wales**  
Welsh Development Agency
- **Peripherality and strategies for maximising fishing opportunities**  
Highlands and Islands Enterprise, Scotland
- **Questionnaire survey of fish consumption in the Seychelles**  
UK Department for International Development (DFID)
- **Fishery Industry Development Strategy and Policy Study**  
Min. of Fin., Sultanate of Oman/ UK Department for International Development (DFID)
- **Assessing the economic impact of new trading infrastructures**  
Northern Ireland Local Economic Development Unit



- **Five year development strategy for commercial & recreational fisheries in Wales**  
National Assembly for Wales
- **Planning study for regional fishery sector co-ordinating body, Namibia**  
DG I of the European Commission.
- **Strategies for improving the global marketing of Irish herring and herring roe**  
The Minister of the Marine's Herring Task Force, Ireland
- **Market development study, the Gulf States of the Middle East**  
FAO
- **Markets in W Europe, N America and Far East for fish caught below 400m**  
Highlands and Islands Enterprise, Scotland
- **Fishery Sector Study, Sri Lanka**  
Asian Development Bank/ Investment Centre, Rome

#### Fisheries management systems

- **Strategic review of options under the Quota Management Change Programme**  
SEERAD, Scottish Executive
- **Performance review of how UK Producer Organisations adapt to change**  
UK Fishery Departments
- **Strategic assessment of the potential for a regionalised Common Fisheries Policy**  
The Research Directorate of the European Parliament
- **Evaluation of the UK fishing vessel decommissioning scheme**  
Ministry of Agriculture, Fish. and Food (MAFF), UK
- **Administration of the tendering procedure for a fishery concession**  
Government of Tristan da Cunha
- **Elaboration of fleet changes to the northern Scottish fleet**  
Highlands and Islands Enterprise, Scotland
- **Review of global inshore management practices with implications for UK fisheries**  
Scottish Natural Heritage
- **Marine Fishing and Sustainable Development**  
Secretary of State for Scotland's Advisory Group on Sustainable Development

#### IT and electronic trading systems

- **Logistical benefits associated with introducing an electronic auction to Fraserburgh**  
Private Client
- **Application of electronic trading systems to peripheral fishery communities**  
DG XIV of the European Commission
- **The application of electronic auctioning systems and the internet to the fishery sector**



The Food and Agriculture Organisation of the United Nations

- **Encouraging the use of IT & modern communications by fishermen's co-operatives**  
Fishermen's Co-operatives (UK) Ltd and the European Commission
- **Making IT & modern communications do what you want**  
Irish Sea Fisheries Board (BIM)
- **Review of current application of electronic auction systems in the UK and Europe**  
Highland Council
- **Organisation & facilitation of industry workshop on electronic auctioning of nephrops**  
Highland Council, Scotland

### Coastal Zone Management

- **Evaluation of spatial tools available for managing fishery / MPA interactions**  
Natural England
- **Revalidation of and development strategy for the National Protected Area System**  
Department for the Environment and Coastal Resources (DECR), Turks & Caicos Islands
- **Economic Valuation of Environmental Services in the Turks and Caicos Islands (TCI)**  
DFID & The government of the Turks & Caicos islands
- **Incorporating integrated coastal zone management into regional planning directives**  
Partnership of Irish Sea Coast and Estuary Strategies (PISCES)
- **Costing and pricing environmental data used in coastal zone management (CZM)**  
DG XI of the European Commission
- **Integrated coastal zone management planning**  
English Nature / SNH, UK

### Programme evaluation

- **Evaluation of S Pacific regional tuna project to improve governance & management**  
GEF/UNDP
- **Evaluations of EC financial support to the European seafood processing sector**  
DG Mare
- **Interim evaluation of the Advisory Committee on Fisheries and Aquaculture**  
DG Mare
- **Evaluation of EU fisheries control and surveillance expenditure**  
DG XIV of the European Commission
- **Management audit of state fishery company, Ecuador**  
UK Department for International Development (DFID)
- **Evaluation of the UK PESCA programme**  
Ministry of Agriculture, Fish. and Food (MAFF), UK



- **Post-evaluation of national extension project, Indonesia**  
United Nations Development Programme (UNDP)
- **Employment and welfare conditions in the European fishing industry**  
DG V / DG XIV of the European Commission
- **Aquaculture Thematic Evaluation Study**  
United Nations Development Programme

