

EU CRIMARIO

Services for the development and implementation of a Business Plan and Fundraising Strategy for an IT Tool in Maritime Security

1. Context:

The Critical Maritime Routes (CRIMARIO) maritime capacity-building project, established in 2015, is now deemed by many to be an EU flagship initiative in the Indo-Pacific, focused on strengthening regional maritime governance, covering maritime security and safety, and the fight against illegal, unreported, and unregulated (IUU) fishing. CRIMARIO III will consolidate what has been accomplished in the Indo-Pacific by intensifying sectoral activities addressing thematic whilst expanding to other countries in Central and Latin America, and selectively in the Caribbean if finances allow, with a view to broadening the IORIS information-exchange platform's reach and tied to this, its sustainability.

Ensuring maritime safety and security is essential, considering that 90% of global trade in goods is transported on the sea, including to and from the EU. Strengthening interoperability through a collaborative approach and enabling effective communication amongst the EU's partners and their maritime agencies is crucial to address evolving maritime threats such as piracy and armed robbery, transnational organised crime, and IUU fishing. By consolidating information exchange mechanisms and building a network around them, national and regional stakeholders can coordinate maritime operations in a timely and decisive manner, to protect national interests. This cooperative approach will promote global maritime stability by fostering safer and more secure sea lanes and potentially ports, and sustainable fisheries, which is vital for economic growth and international trade.

CRIMARIO has supported the implementation of the EU's Strategy for Cooperation in the Indo-Pacific (2021) and the updated EU Maritime Security Strategy (2023), by enabling the EU to cooperate with third States, and contributing to the EU's ambition of becoming a global maritime security provider. CRIMARIO's prime focus has been to support partners address maritime security and safety threats and challenges and to a lesser extent address sustainable fisheries. The project was launched in 2015 for the Indian Ocean and was later expanded to cover the entire Indo-Pacific in 2022, from the east coast of Africa all the way across to Latin America's Pacific coast.

CRIMARIO has built its cooperation on the IORIS Maritime Cooperation, Communication and Coordination (MarCo3) platform, which is a neutral and secure advanced software application developed to support cross-sectoral cooperation at the national and regional levels. Though CRIMARIO has brought over 100 organisations on the platform including navies, coast guards, and maritime and fisheries authorities, customs etc from over 50 countries, including several regional and global centres using IORIS, in total over 200 organisations have been trained on the tool as many of them have been trained by CRIMARIO partners themselves. A majority of these organisations use IORIS daily, and some even exploit its use independently of CRIMARIO. Additionally, EU Member States' naval assets deployed in the region, EUNAVFOR Operations ASPIDES and ATALANTA also use IORIS as a secure communication link to regional states and even merchant vessels.

This network, now called the IORIS Community, is led by the IORIS Steering Committee (ISC) – a multinational governance body, composed of its most active users, which has been essential to secure the partners' trust on the platform.

Building on CRIMARIO's achievements, CRIMARIO III's focus will move onto intensifying cross-sectoral capacity building in specific areas (such as counter-narcotics, counter-piracy/armed robbery, search and rescue, fisheries, humanitarian assistance and disaster relief, legal finish, marine oil pollution), to promote IORIS-based interoperability, to ensure for IORIS' credibility, long-term use and related sustainability.

The Overall Objective of this action is to strengthen maritime security and safety and the fight against IUU fishing. The Specific Objectives of this action are: 1) Partners' capacities to govern their maritime zones and address maritime threats are enhanced through inter-agency and regional cooperation; 2) IORIS' credibility, long-term use and sustainability are ensured.

To ensure sustainability beyond the life of the project, a **comprehensive business plan and fundraising strategy** are required to guide future implementation, operation, and financing of the tool. This consultancy

will therefore provide the analytical and strategic foundations for the IT tool's long-term viability and potential scaling.

2. Objective of the Assignment

The overall objective of this assignment is to assist the project in developing a sustainable business and financing model for the IT tool to ensure its continued operation and scalability.

The specific objectives are:

1. To prepare a comprehensive business plan detailing the operational, financial, and institutional arrangements for the IT tool.
 2. To develop a fundraising and resource mobilization strategy identifying and prioritizing potential funding sources to support deployment, maintenance, and future upgrades.
 3. Bridging the project to the shipping industry by providing strategic advice and technical input on maritime industry engagement to the Project Director, includes acting as liaison with shipping stakeholders to promote IORIS and advising on shipping-related features and usability of IORIS platforms, as well as representing EU CRIMARIO in industry forums and strategic meetings, and contribute to training and guidance for merchant shipping users, and ensure for alignment of EU CRIMARIO initiatives with industry needs and security trends.
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3. Scope of Work and Key Tasks

A. Business Plan Development

The service provider will:

- Review relevant documentation on the IT tool's design, functionalities, objectives, and technical roadmap.
- Conduct a market and stakeholder assessment to identify potential users, partners, beneficiaries, and governance structures within the maritime security ecosystem (national authorities, regional centers, research institutions, private sector).
- Define the value proposition, operational model, and institutional setup required to sustain the tool post-project.
- Develop financial projections, including cost structures (CAPEX/OPEX), revenue or cost-recovery mechanisms (if applicable), and budget forecasts.
- Propose a sustainability and risk management framework, identifying key financial, institutional, and technical risks with mitigation measures.
- Produce a comprehensive business plan consistent with EU project management and reporting standards.

B. Fundraising and Resource Mobilization Strategy

The service provider will:

- Identify and map potential funding opportunities from non-EU sources, including:
 - Bilateral partners and foundations;
 - Private sector partnerships and innovation funds.
- Develop a fundraising roadmap, outlining short-, medium-, and long-term funding options, timelines, and engagement pathways.
- Prepare a set of fundraising materials, including concept notes, executive summaries, and a presentation/pitch deck for potential partners.
- Provide advice on governance, partnership models, and reporting mechanisms for fund management.

- Where feasible, support initial outreach to selected funding institutions or programmes.

4. Deliverables and Indicative timeline

Deliverables	Description	indicative Nb of Days	Indicative timeline
Inception report	Methodology, detailed work plan, and stakeholder mapping	10	Months 1
Detailed Market Study and stakeholder analysis	Findings on users, partners, and governance options	95	Months 2 -6
Development of the business model	Full draft including financial model and sustainability framework	30	Months 7
Draft Fundraising Strategy & Materials	Identification of opportunities and draft outreach materials	25	Months 8
Fundraising, setting up partnerships	Identify potential donors and formalise their capacity to finance the system (signature of agreements)	20	Months 9

The candidate shall clearly describe the approach and concrete measures proposed to minimise the environmental impact associated with the implementation of the assignment.