GEF-6 PROGRAM FRAMEWORK DOCUMENT (PFD)

TYPE OF TRUST FUND: GEF TRUST FUND

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PART I: PROGRAM IDENTIFICATION

Program Title:	Coastal Fisheries Initiative		
Country(ies):	Cabo Verde, Cote d'Ivoire, Ecuador, Indonesia, Perú, Senegal,	GEF Program ID:[1]	9060
Lead GEF Agency:	FAO	GEF Agency Program ID:	635626
Other GEF Agenc(ies):	CI, UNDP, UNEP, World Bank, WWF	Submission Date: Re-submission date	13 March 2015 28 April 2015
Other Executing Partner(s):	Governments of Cabo Verde, Côte d'Ivoire, Ecuador, Indonesia, Peru, Senegal, University of Washington, Abidjan Convention,	Program Duration(Months)	60
GEF Focal Area (s):	IW and BD	Program Agency Fee ($):	3,035,807 plus 87,771 (PPG fees)
Integrated Approach Pilot	IAP-Cities ☐ IAP-Commodities ☐ IAP-Food Security ☐		
Program Commitment Deadline: June 30 2016			

A. FOCAL AREA STRATEGY FRAMEWORK AND OTHER PROGRAM STRATEGIES[2]:

Objectives/Programs (Focal Areas, Integrated Approach Pilot, Corporate Programs)	**Expected Outcomes**	**Trust Fund**	**Amount ($)**	
			GEF Program Financing	**Co-financing**
IW-3 Programme 7	Introduction of sustainable fishing practices into xx % of globally over-exploited fisheries.	GEFTF	26,685,321	173,500,000
BD-4 Programme 9	Increased area of production landscapes and seascapes that integrate conservation and sustainable use of biodiversity into management.	GEFTF	7,045,872	28,000,000
		Total Program Costs	33,731,193	201,500,000

B. INDICATIVE PROGRAM RESULTS FRAMEWORK

Program Objective: ***To demonstrate holistic ecosystem based management and improved governance of coastal fisheries***

Program Components	**Financing Type[3]**	**Program Outcomes[4]**	**Trust Fund**	**(in $)**	
				GEF Program Financing	**Co-financing**
1. Sustainability incentives in the value chain	TA	The efficiency of and transparency in the fisheries value chain (from harvest to consumer) has been improved through appropriate incentive structures and contribute to sustainable resource utilization and equitable social and economic development. *Indicators/targets:* o In XX fisheries in at least XX CFI countries, new or amended management regimes – including co-management and secure tenure and access rights regimes, as appropriate - are implemented successfully. o Post-harvest losses in at least XX value chains in the CFI geographies have been decreased by XX % and fuel wood consumption reduced in all fish smoking value chains	GEFTF	13,500,000	79,071,700

[1] Program ID number will be assigned by GEFSEC.
[2] When completing Table A, refer to the excerpts on *GEF 6 Results Frameworks for GETF, LDCF and SCCF*.
[3] Financing type can be either investment or technical assistance.
[4] Indicators will be detailed during PPG.

		covered by the CFI. o Innovative PPPs implemented in at least XX value chains in the CFI geographies and environmental, economic and social benefits are demonstrated. o XX fisheries improved in at least XX CFI countries through innovative value chain approaches, e.g. 'fisheries improvement projects' and 'recognition schemes' (e.g. certification and including traceability and transparency criteria, as appropriate) including decent work and gender considerations.			
2. Institutional structures and processes	TA	Policies, legislation and institutions have been improved at local, national and regional levels allowing for enhanced resource management through integrated and holistic approaches that allow for effective incentive structures and that lead to more environmentally, economically and socially sustainable coastal fisheries. *Indicators/targets:* Policy, legislation and institutions in at least XX CFI countries amended as required to allow for implementation of revised fisheries management approaches, including co-management and revised tenure and access rights regimes as appropriate. o The SSF Guidelines are reflected in national policy in at least XX CFI countries. o At least XX MPAs in the CFI geographies have functioning multiple use legally recognized co-management plans (including protection of vulnerable habitats and marine ecosystems) and are integrated into broader fisheries management/EAF(M) frameworks. o At least XX relevant regional organizations (RFBs/ Regional Seas Conventions) have participated in the CFI and adopted best practices as part of their policy or strategic framework. o The capacity of XX fishers, fish workers and local and national government staff (XX men and XX women) strengthened through training (formal and on-the-job) on key topics related to, among other things, EAF(M) and co-management (identified through needs assessments) in XX CFI countries.	GEFTF	12,207,000	60,628,876
3. Best practices, collaboration and performance assessment	TA	The understanding and application of integrated, participatory and collaborative approaches has been enhanced among local and global partners who utilize agreed tools for measuring coastal fisheries performance and progress towards environmental, economic and social sustainability. *Indicators/targets:* o Best practices are shared through IW:LEARN activities and other learning mechanisms. o At least XX new national and/or regional project/programme proposals by GEF Agencies, other partners and governments are based on CFI best practices and include strong collaboration between different GEF Agencies and other partners. o All fisheries/value chains supported through CFI are assessed by agreed performance evaluation system and information is available on key environmental, economic and social aspects. o CFI best practices reflected in relevant fisheries polices and strategies in at least XX CFI countries.	GEFTF	6,417,945	52,204,186
		Subtotal		32,124,945	191,904,762
		Program Management Cost (PMC)[5]	(select)	1,606,248	9,595,238
		Total Program Cost		33,731,193	201,500,000

PMC is the total of the Project Management Costs of all child projects. For multiple trust fund projects, please provide the total amount of PMC in Table B, and indicate the split of PMC among the different trust funds here: (PMC breakdown).

[5] For GEF Project Financing up to $2 million, PMC could be up to10% of the subtotal; above $2 million, PMC could be up to 5% of the subtotal. PMC should be charged proportionately to focal areas based on focal area project financing amount in Table D below.

C. CO-FINANCING FOR THE PROGRAM BY SOURCE, BY NAME AND BY TYPE

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Amount ($)
GEF Agency	FAO, WWF-US, CI, UNDP, World Bank, UNEP	In kind	72,350,000
National Government	Governments of Cap Verde, Cote d'Ivoire, Ecuador, Indonesia, Peru, Senegal,	In kind	92,000,000
CSO	tbd,		2,500,000
NGO	TNC, OCEANA	In kind	2,000,000
Foundation	Walton Family Foundation	Grant and inkind	10,000,000
Private Sector	tbd, CONXEMAR, GSSI, ICFA,	Grant and inkind	4,000,000
Private Sector	Multiple parties	Grant	12,000,000
Donor Agency		Grant	2,000,000
Other	University of Washington, Abidjan Convention, MSC	In kind	4,500,000
	Profish		150,000
Total			**201,500,000**

D. GEF/LDCF/SCCF RESOURCES REQUESTED BY AGENCY, TRUST FUND, COUNTRY, FOCAL AREA AND THE PROGRAMMING OF FUNDS

GEF Agency	Type of Trust Fund	Country Regional / Global	Focal Area	Programming of Funds	(in $)		
					Program Amount (a)	Agency Fee (b)*	Total c=a+b
FAO	GEFTF	Global	International Waters		2,652,294	238,706	2,891,000
FAO	GEFTF	Regional (Cabo Verde, Côte d'Ivoire, Senegal)	International Waters		5,830,275	524,725	6,355,000
UNEP	GEFTF	Regional (Cabo Verde, Côte d'Ivoire, Senegal)	International Waters		300,000	27,000	327,000
WWF-US	GEFTF	Indonesia	International Waters		3,899,083	350,917.00	4,250,000
UNDP	GEF TF	Regional (Ecuador, Perú)	International Waters		6,130,275	551,725	6,682,000
World Bank	GEFTF	Global	International Waters		7,873,394	708,606	8,582,000
CI	GEFTF	Indonesia	Biodiversity		2,683,486	241,514	2,925,000
WWF-US	GEFTF	Indonesia	Biodiversity		3,600,918	324,082	3,925,000
FAO	GEFTF	Côte d'Ivoire,	Biodiversity		302,752	27,248	330,000
UNDP	GEF TF	Peru	Biodiversity		458,716	41,284	500,000
Total GEF Resources					**33,731,193**	**3,035,807**	**36,767,000**

* Please indicate fees related to this Program. Refer to the Fee Policy for GEF Partner Agencies.

E. PROGRAM'S TARGET CONTRIBUTIONS TO GLOBAL ENVIRONMENTAL BENEFITS[6]

Provide the expected program targets as appropriate.

Corporate Results	Replenishment Targets	Indicative Program Targets
1. Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society	Improved management of landscapes and seascapes covering 300 million hectares	*At least 3 million hectares of coastal marine areas with EEZs under sustainable fisheries management regimes*
2. Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)	120 million hectares under sustainable land management	*hectares*
3. Promotion of collective management of transboundary water systems and implementation of the full range of policy, legal, and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services	Water-food-ecosystems security and conjunctive management of surface and groundwater in at least 10 freshwater basins;	*number of freshwater basins*
	20% of globally over-exploited fisheries (by volume) moved to more sustainable levels	*At least 8 percent of fisheries, by volume, moved to more sustainable levels*
4. Support to transformational shifts towards a low-emission and resilient development path	750 million tons of CO_{2e} mitigated (include both direct and indirect)	*metric tons*
5. Increase in phase-out, disposal and reduction of releases of POPs, ODS, mercury and other chemicals of global concern	Disposal of 80,000 tons of POPs (PCB, obsolete pesticides)	*metric tons*
	Reduction of 1000 tons of Mercury	*metric tons*
	Phase-out of 303.44 tons of ODP (HCFC)	*ODP tons*
6. Enhance capacity of countries to implement MEAs (multilateral environmental agreements) and mainstream into national and sub-national policy, planning financial and legal frameworks	Development and sectoral planning frameworks integrate measurable targets drawn from the MEAs in at least 10 countries	*Number of Countries:*
	Functional environmental information systems are established to support decision-making in at least 10 countries	*Number of Countries:*

[6] Provide those indicator values in this table to the extent applicable to your proposed program. Progress in programming against these targets for the program per the *Corporate Results Framework* in the *GEF-6 Programming Directions*, will be aggregated and reported during mid-term and at the conclusion of the replenishment period.

PART II: PROGRAMMATIC JUSTIFICATION

1. Program Description. **Briefly describe: a) the global environmental and/or adaptation problems, root causes and barriers that need to be addressed; b) the baseline scenario or any associated baseline program/ projects, c) the proposed alternative scenario, with a brief description of expected outcomes and components of the program, d) incremental/ additional cost reasoning and expected contributions from the baseline, the GEFTF, LDCF, SCCF, and co-financing; and e) innovation, sustainability and potential for scaling up.**

1. The Coastal Fisheries Initiative (CFI) has been developed to demonstrate and promote more holistic processes and integrated approaches leading to sustainable use and management of coastal fisheries complementing the GEF multi-country Large-Marine Ecosystem (LME) approach. The CFI covers all fisheries in the EEZ but do not explicitly address the aquaculture and inland fisheries sectors.

2. The CFI consists of a combination of national and sub-regional projects, an innovative grant funding mechanism (the Challenge Fund) and a global partnership, knowledge management and research mechanism for sharing experiences and furthering effective fisheries management globally. Three geographies are included in the CFI:
   - Indonesia: two Fisheries Management Areas (FMAs) in the Eastern part of the country; Nos 715, 717 and 718.
   - Ecuador and Peru (Latin America)
   - Cabo Verde, Côte d'Ivoire and Senegal (West Africa).

3. The CFI was developed through collaboration between six GEF Agencies that will also jointly implement the program – FAO, UNDP, UNEP, World Bank, Conservation International (CI) and WWF – and the GEF Secretariat. Initial work consisted of a global analysis and strategic planning. **The CFI Strategic Framework document, attached to this PFD as Annex 6, underpins the CFI program proposal.** Accordingly, the CFI aims to contribute to the global objective of having worldwide, coastal fisheries delivering sustainable environmental, social and economic benefits through creating better governance including correct incentives, an enabling environment and the use of more holistic processes and integrated approaches.

a) Global Environmental and/or Adaptation Problems, Root Causes and Barriers that need to be addressed

4. Coastal fisheries – defined as all fisheries within Economic Exclusive Zones (EEZ) – are of global importance as a critical provider of livelihoods, particularly in developing countries, and have a key role in food security through the provision of highly nutritious food and incomes. Coastal fisheries contribute about 85 percent of the roughly 80 million tonnes/year produced by marine capture fisheries. Fish[7] provides 4.3 billion people with about 15 percent of their animal protein. Marine fisheries are estimated to employ over 60 million people, including both fishers and postharvest jobs, and 85 percent are small-scale fishers and fish workers primarily operating in coastal waters in developing countries. Several hundred millions of people benefit from coastal fisheries, if those who indirectly depend on fisheries for their well-being are considered. Women, working in particular in the postharvest sector, represent about half of the people employed in capture fisheries. Fishery products are the most internationally traded food in the world and developing countries account for more than 50 percent of global fish exports in value and for more than 60 percent in volume. Fishing and associated activities stimulate a wide range of other economic activities and. Coastal fisheries can constitute an important engine in local economies and also have a cultural importance as engagement in fisheries often is a central defining characteristic of the communities involved.

CHALLENGES AND GLOBAL ENVIRONMENTAL PROBLEMS

5. Coastal marine ecosystems are subject to intense pressures from a range of different sources, often leading to resource overexploitation, habitat destruction, and overall ecosystem degradation. Globally close to 30 percent of the world's assessed marine fish stock are overexploited. The vast majority of the overexploited fisheries are found in developing coastal states and island nations and the current situation is a threat to the livelihoods, and

[7] It should be noted that the terms 'fish' and 'fishery resource' etc. in this document includes also other marine aquatic animals or plants that are fished or harvested.

food and nutrition security of many poorer population groups. Bycatch (i.e. catch that is not targeted), has been estimated to be of a global magnitude of 38.5 million tonnes representing over 40 percent of total catches. Overfishing has led to many species of tuna, such as blue fin tuna, to be now listed on the globally threatened list. An estimated 25 percent of sharks, rays, and chimeras are threatened as a result of overfishing and bycatch, disrupting the food webs of coastal ecosystems and reducing ecosystem functioning and climate change resiliency. Many more species of whales, dolphins, manatees and dugongs, salmon, and sea turtles are also on the global Redlist due to overexploitation

6. Coastal fisheries depend on coastal ecosystems including mangroves, coral reefs, and seagrass beds, especially as nursery habitats, but these ecosystems are being lost at an average rate of roughly 1 percent per year. Their ecological sustainability is also threatened by climate change since wetlands, estuaries, mangroves and coral reefs are particularly vulnerable to climate change. Climate change will have major impacts on most coastal and marine ecosystems and their associated fisheries through increased ocean temperatures, ocean acidification, sea-level rise and reduced productivity. Catch potential may drop by nearly 40 percent in the tropics due to climate change impacts. Coastal populations, which in many developing countries already often suffer from poverty and food insecurity, are at risk of feeling the negative impact, including of increased extreme weather events and natural disasters.

ROOT CAUSES

7. There are a number of interrelated factors constituting the drivers and root causes of the current precarious status of coastal fisheries. Some of these are at the macro level and outside the fisheries sector itself, e.g., population growth, increased demand for fish, climate change, and the political economy and institutional context, while others are more explicitly linked to the fisheries sector itself. Governance arrangements for the sector are generally weak, with a lack of accountability and unclear roles and responsibilities, limited recognition of the importance of the sector at the higher political level and underfunded government institutions with an inability to effectively address the complexity of coastal fisheries, related livelihoods and the many intersectoral interactions. Effective implementation of rules and regulations is often lacking, including low levels of prosecution for illegal or non-regulatory activities. Monitoring, Control and Surveillance (MCS) is usually costly and, together with fisheries management in general, tends to be entirely publically funded.

8. Moreover, coastal fisheries are often characterized by perverse incentives that encourage overfishing and overinvestment. Resource users often have limited involvement in decision-making and unclear access to the resource, either because of open access type management arrangements or because existing regulations are not enforced. This situation is also characterized by a lack of transparency throughout the value chain, i.e., with regard to allocation of fishing rights and allowable catches as well of the revenue generated from fisheries and its use and distribution to support fisheries improvement, in particular for infrastructure or rewarding sustainable practices. This lack of transparency is not only undermining the effectiveness of fisheries management and denying equitable distribution and proper use of national resources and revenues; it is also obscuring the true value of marine resources, as well as the social, economic and environmental cost of losing them. The situation is made more complex because the fisheries value chain in developing countries often involves a multitude of actors ranging from small-scale fishers (including subsistence and others) to large-scale fisheries and big multinational companies, middlemen, small-scale and large-scale processors and distributors, who are confronted with an increasing demand from domestic, regional and international markets. The consequential value chain inefficiency needs to be addressed to enable predictable market and price structures – driven by traceability and market reward/recognition of best sustainability practices – reduce waste and combat illegal fishing.

9. The vast majority of overexploited fisheries are found in developing countries where governance tends to be particularly weak. Root causes in the three CFI geographies include:
    - The main fundamental root cause for unsustainable coastal fisheries in Indonesia is rapid population growth and demand (both global and domestic) for fish protein. Moreover, weak governance arrangements and regulations cannot control the impact on the marine and coastal environment of fast economic growth in many sectors influencing port and coastal development, commercial and artisanal coastal fisheries, processing and shipping, etc. The long-term value – both in terms of fisheries and other ecosystem services – of coastal and marine ecosystems are not yet w considered in private sector investments and in economic development plans of other sectors and government departments.

- In Ecuador and Peru a fundamental root cause for fisheries overexploitation is weak governance, including absent or poor MCS systems, absence of participatory processes in decision making and resource management, and perverse incentives that promote increasing overfishing and the continued use of illegal practices. In addition, there is a lack of incentives for technological innovation (e.g., the legal system currently penalizes the innovative use of fish waste), fisheries policy is unclear and fisheries laws are obsolete. Existing regulations do not incorporate the ecosystem approach and modern tools for fisheries management. There are also huge knowledge gap and the limited fisheries research is not articulated to fisheries decision making. Moreover, there are limited human capacities for fisheries research and management.
- Root causes in Cabo Verde, Côte d'Ivoire and Senegal high fishing pressure and unsustainable practices and wastage in the postharvest sector leading to sub-optimal benefits and degradation of coastal habitats (e.g. through mangrove cutting for fish smoking fuel wood). This is coupled with weak governance arrangements and limited capacity of institutions to drive processes and to effectively implement management measures, regulate fishing and control access, and strengthen value chains. At the same time, resource users feel marginalised from the decision-making process and lack incentives to comply with the measures taken. The value chain in West Africa is complex and lack transparency, including with regard to the allocation of fishing licenses and fishing agreements with long distance fishing nations. This often leads to conflicts between local traditional fishing communities and industrial fishing within the EEZ. Inadequate postharvest infrastructure leads to quality deterioration and poor revenues, exacerbating overfishing.

BARRIERS

10. Within the context described above, a number of key barriers to achieving environmentally, economic and socially sustainable coastal fisheries can be identified. These revolve around the lack of effective sector governance at local, national, regional and global levels, including a lack of transparency, a large number of actors and insufficient private and public collaboration and investment to allow for transitioning to a more sustainable situation. Within this context, key barriers include inappropriate incentives for responsible resource utilization, a lack of an enabling environment to allow for transitioning coastal fisheries to sustainability, and a diversity of approaches to coastal fisheries governance and management that, in the aggregate, becomes a fragmented – and hence ineffective – overall effort.

11. The coastal fisheries sector is characterized by perverse incentives because of limited involvement of stakeholders in resource management, unclear and insecure tenure rights over the resource and its use, limited market arrangements that reward responsible fishing and prevent wasteful practices, So called 'conventional fisheries management' through command-and-control measures has been, and tends to still be, the main way in which States regulate the fisheries activities in their EEZs. However, in many cases – confirmed by the continued resource overexploitation – these systems have not been effective. Accordingly, co-management and various forms of rights-based management systems (included common property and community rights based arrangements) are being advocated. Some of these arrangements are spatially defined and also include marine protected areas (MPAs). However, it is not yet clearly understood what types of arrangements and incentives are needed under different circumstances in order to achieve environmental, economic and social sustainability. Especially when small-scale fishers and fish workers are involved – whose livelihoods are complex and for whom poverty may be an issue – care has to be taken to provide the right type of rights to the right people and to pay attention also to the needs for social and economic development. Moreover, in the coastal area, where small- and large-scale fisheries co-exist, it becomes important to understand their interactions and ensure coherent arrangements for resources that are shared between fleet segments.

12. Furthermore, the links between the market and fisheries management are not sufficiently understood. The fisheries value chain is often not dealt with in a holistic manner but efforts to improve sustainability and benefits tend to focus on only one part, e.g. the fishing/harvesting, postharvest activities or markets. Opportunities to create value-added – by improved fish handling and reduced harvest and postharvest losses and drawing on market forces and consumer demand for sustainably and fairly produced products — are not sufficiently seized. In developing countries, there is often a lack of appropriate handling and processing techniques and infrastructure coupled with credit constraints as a bottleneck to technology improvements. Lack of market oriented organizational structures contributes to this situation. If fishers and fish workers were organized into associations,

it would be easier to access credit to finance postharvest handling and processing facilities and this could also facilitate their access to markets. Local and regional markets are often not well developed and particularly in developing countries where transports may be complicated and unreliable, including cumbersome border crossing procedures, losses are important along the trade routes. At a more global scale, poor traceability and transparency continue to allow illegally caught fish into the market and there are hence limited incentives to refrain from such activities.

13. Transition is a long-term process that will entail costs to start with – but pay off once coastal fisheries become sustainable. According to UNEP's Green Economy Report (2011), some 9.6 million fishers would need to find alternative employment to allow for the reduction in fishing effort that would be required to move global fisheries to more sustainable levels. Transitioning human and capital resources out of fishing requires financing. UNEP estimates that 0.1-0.16 percent of GDP would be needed until 2050 to rebuild global stocks. A well-managed fishery is an asset that can attract important investments, both from public and private sources. It would appear that there is a scope for important public-private partnerships (PPPs) that is not yet fully explored. By showing investors that fisheries can be made and that they generate substantial benefits, investments and funding can be attracted.

14. There also needs to be significant political will, backed up by sufficient resources, in order to move coastal fisheries towards sustainability. Although the values involved in coastal fisheries are substantial, policy-makers do often not recognize fishery resources as an economic asset or the potential of the sector as a contributor to livelihoods and environmental health. The estimated non-realized annual economic benefit of global fisheries is in the order of USD 50 billion per year. The livelihoods of 12 percent of the world's population depend on the fisheries and aquaculture sector. Ocean and coastal ecosystem services include protection from floods and erosion and the capture of 57 percent of atmospheric carbon.

15. Fisheries management and government agencies involved in fisheries do not always have the capacity and resources to ensure the necessary enabling environment. Barriers to effective participatory processes include the lack of empowerment and inadequate capacity of stakeholder as well as limited processes for dialogue and communication. There is also a need for institutional structures which allow for cross-sectoral collaboration and coordination but these are often not in place or they are inadequate. The lack of cross-sectoral coordination constitutes a barrier, for example, in the context of MPAs where there is limited bridging of biodiversity conservation objectives and fisheries management objectives Barriers to transnational collaboration of transboundary resources include the lack of appropriate mandates and capacity of existing regional organizations (Regional Fishery Bodies – RFBs – and Regional Seas Programmes - RSPs) and cross-sectoral collaboration involving economic regional bodies (Regional Economic Communities – RECs). Lack of harmonization of fisheries regulations between neighboring countries or between EEZ fisheries and those in Areas Beyond National Jurisdiction (ABNJ) make management of straddling or migratory stocks ineffective. Barriers referring to best practices, collaboration and performance assessment.

16. Another barrier to effective coastal fisheries governance and management is the difficulty of assessing trade-offs between different priorities and at the same time ensuring that the approaches used adequately integrate all three sustainability dimensions. Over the past decades, a wide range of approaches, representing different priorities (see (Box 1) have been applied to managing fisheries in general and coastal fisheries in particular. However, while the need to take a more integrated approach to fisheries management, e.g., the ecosystem approach to fisheries (EAF)[8], is being increasingly recognized, the application of such approaches is not mainstreamed. This constitutes a barrier to sustainable results as a fragmented approach easily can undermine progress. Governments need to have the capacity to make informed decisions on what approaches to use and how to ensure that the management system that is implemented is suitable for the particular national or local context. At the same time, development and environmental agencies and organizations[9], who advice governments, need to have the capacity to understand the different needs in different situations.

[8] There are several similar ecosystem based approaches used in the context of fisheries, e.g. EAF, ecosystem approach to fisheries management (EAFM) and ecosystem based fisheries management (EBFM). In this document, EAF is the preferred term as per FAO terminology but the other acronyms are also used as they are more common in some of the CFI geographies.

[9] "Development and environmental agencies and organizations" refer to the GEF agencies as well as to other partners that provide support to governments with regard to fisheries management, development and conservation. Accordingly, they include non-governmental organisations (NGOs), inter-governmental organisations (IGOs) and international financial institutions (IFIs).

17. Lack of data on the status of fish stocks as well as on many social and economic aspects is a barrier to informed decision-making. While FAO has information on a number of important fish stocks (on which status is regularly assessed and reported on), the quality of some of the data reported to FAO is not satisfactory and the stocks that are numerically assessed constitute only 25 percent of the global landings. Even using a more qualitative method, FAO can assess only about 400 large stocks, leaving unassessed many stocks that produce about one third of global landings. To improve the monitoring and performance assessment, there is a need for both innovative methodologies and better data, combining scientific knowledge with local and traditional knowledge. There are currently several different performance assessment methods available used by different governments and development and environmental agencies and organizations. It is hence difficult to make objective assessments that allow for informed decisions about trade-offs and for identifying best practices that address all three pillars of sustainability; the environmental, economic and social dimensions.

B) BASE LINE SCENARIO (AND ASSOCIATED BASELINE PROGRAMS / PROJECTS)

18. In general terms, the coastal fisheries baseline scenario includes all government fisheries management arrangements and national level efforts to optimize the benefits generated by fisheries within EEZ. International (and regional) development partners provide support, in particular in developing countries, to these efforts in a variety of ways, including for improving regional collaboration. In addition to GEF investments, in particular through the LME projects, major players in the international arena include the European Union (EU) and bilateral donors, IFIs, IGO (including the UN agencies), NGOs and the mainly US-based foundations. Some examples of initiatives include:
    - The EU focuses its assistance on regional projects as well as a couple of global programmes, including ACP[10]-Fish2. The ACP-Fish2 supports the drafting of an ACP Strategic Action Plan for Fisheries and Aquaculture which includes priorities for sustainable fisheries management, promotion of optimal returns from fisheries trade and maintaining the environment. In Africa, the EU is also supporting a continental fisheries governance programme based in the African Union Inter-African Bureau for Animal Resources (AU-IBAR).
    - The Environmental Defence Fund (EDF) has engaged in fishing rights and how secure tenure rights can improve businesses. They have done considerable research and developed toolkits under their Fishery Solution Centre.
    - FAO and UNEP are planning collaboration under the project *Application and Replication of a Model for Cooperation between Regional Fisheries and Environmental Bodies for Sustainable Management of relevant Ocean related Activities* with support from Norway. This is an example of regional collaboration as well as a willingness to increase collaboration between fisheries and environmental agencies.

19. Relevant existing initiatives, including those listed above, tend to work with fisheries generally (in EEZ and/or ABNJ) but have increasingly started to make more specific reference to small-scale fisheries as it is recognized that this sector may pose specific challenges. There is a need to integrate small-scale fisheries into broader management frameworks that adequately cater for all fleet segments and their interactions.

BASELINE WITH REGARD TO SUSTAINABILITY INCENTIVES IN THE VALUE CHAIN

20. The need to change the incentive structure in fisheries through the tenure and access rights arrangements is not new. Traditionally – before States with centralized administrations and EEZs existed – coastal fisheries were managed through *de facto* rights of coastal communities. Systems of individual transferable quotas (ITQs) have been introduced mainly for larger single species fisheries in developed countries during the last few decades and some 10 percent of world fish catches now come from ITQ managed fisheries. However, ITQs are not suitable in all situations and need to be carefully designed in an ecosystem-based framework to lead to environmental, economic and social sustainability when used. In many multi-species data poor small-scale fisheries, community based rights or co-management arrangements are likely to provide better benefits. TURFs have been introduced with success in some locations, e.g. in Peru (as well as in Chile). In West Africa (Senegal), the World Bank

[10] The African, Caribbean and Pacific Group of States (ACP) composed of 79 African, Caribbean and Pacific states, with all of them, save Cuba, signatories to the Cotonou Agreement, also known as the "ACP-EC Partnership Agreement" which binds them to the EU.

funded WARFP is introducing co-management in a number of pilot sites. MPAs are also increasingly being seen as a tool for fisheries management and, for example, in West Africa, several initiatives and actors are engaged in MPA management, e.g. the Regional Partnership for Coastal and Marine conservation in Western Africa (PRCM) and the "Réseau Régional des Aires Marines Protégées en Afrique de l'Ouest" (RAMPAO). The Canary Current LME project (implemented by FAO and UNEP) is supporting improved co-management of fisheries in MPAs in five countries in the sub-region, including in Senegal and Cabo Verde, and promotes sustainable conservation and management of mangroves under the CCLME (UNEP Blue Carbon Initiative). In Indonesia, WWF together with CI and other partners are assisting the government in integrating a sustainable fisheries concept into MPA design through a 'collaborative management approach'.

21. With regard to creating market related incentives in the value chain, there are several ongoing initiatives. Fisheries already certified under the Marine Stewardship Council (MSC), or in full assessment, record annual catches of around 10 million metric tonnes of seafood, representing over 10 percent of the annual global harvest of wild capture fisheries. In Ecuador and Peru, WWF has a coordinated approach to transboundary fish stock management for MSC certification, including the Mahi Mahi fishery shared by Ecuador and Peru. However, a WWF assessment indicates that only 20 percent of the world's capture fisheries could comply with MSC type certification standards. For the remaining 80 percent of the fisheries, including many small-scale data poor multispecies fisheries or those supplying markets that are less interested in the environmental sustainability aspects of their seafood, other incentives need to be found The so called Fishery Improvement Projects (FIP) is a concept that was launched by the Sustainable Fisheries Partnership (SFP) and the WWF and operates via a collaborative alliance of buyers, suppliers, and producers. Other alternative 'recognition schemes' are likely to be needed for small-scale fisheries, taking livelihood realities, trade and local markets, into consideration. MSC is carrying out work on small-scale fisheries and other local initiatives can be noted in some countries (e.g. in Senegal for an octopus fishery in collaboration with the African Confederation of Artisanal Fisheries Professional Organizations – CAOPA). Improvement of working conditions and promotion of gender equality are other important ingredients to take into consideration in this context. FAO and the International Labour Organization (ILO) have long cooperated with the International Maritime Organization (IMO) in relation to the safety of fishers and fishing vessels. More recently, the FAO and ILO are collaborating more broadly on improving working conditions in the fisheries sector in the context of promoting decent rural employment.

22. Several emerging initiatives are currently underway to create market incentives and to attract private sector investment. These include the WWF's FIRME revolving investment fund model and the FISH2.0 business competition and clearinghouse service. Exemplifying the agility – but also the limitations – of a bottom-up approach, Fishforever has taken on private sector engagement on the basis of locally-led conservation initiatives, while the EU-sanctioned FARNET tackles the complex issue of diversifying livelihoods in areas with declining fisheries while linking incentive funds to improved area-based management approaches. The majority of existing efforts, however, either target activities in mature economies and institutional set-ups or focus on high opportunity pilot areas, with little experience to-date in some of the environments covered by the CFI program. Similarly, there is little in terms of systematically linking rights-based management with bankable PPPs targeted at long-term stock and/or habitat sustainability outcomes to distil best practices across multiple geographies and diverse fisheries. Other certification schemes (Friend of the Sea, Krav, Naturland) have been operating in different fisheries around the world. New ones are emerging, in particular national schemes based on the FAO Code of Conduct for responsible Fisheries and the FAO Guidelines for eco-labelling.

23. There are successful examples of initiatives for improving postharvest practices although they are not always clearly linked to the harvesting stage of the fisheries value chain (i.e. how reduction of losses and increased value-added in the postharvest subsector can positively influence resource utilization). One such initiative is the introduction of improved fish smoking ovens in West Africa (e.g. in Côte d'Ivoire); the innovative FAO-Thiaroye Processing Technique (FTT) that seeks to transform the kiln-drying method traditionally used for smoking fish into a healthier and more environmentally friendly process. There are also other technology improvement experiences for artisanal fish processing in the West African region, some of which have been initiated by the NEPAD-FAO Fish Programme (NFFP).

BASELINE WITH REGARD TO INSTITUTIONAL STRUCTURES AND PROCESSES

24. In the international arena, overarching sustainable development commitments and policies provide the general framework also for coastal fisheries. This includes the Sustainable Development Goals and other outcomes of the UN Rio+20 (United Nations Conference on Sustainable Development) and the CBD Aichi targets.

25. On the institutional side, the FAO Committee on Fisheries (COFI) is the only global inter-governmental forum where major international fisheries and aquaculture problems and issues are examined directly by governments. Through COFI, a number of important international instruments have been established, including the Code of Conduct for Responsible Fisheries (the CCRF - 1995) and related instruments and guidance, e.g., the Agreement on Port State Measures to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated Fishing (2009) and the Voluntary Guidelines for Securing Sustainable Small-scale Fisheries in the Context of Food Security and Poverty Eradication (the SSF Guidelines). The SSF Guidelines are, together with the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (the Tenure Guidelines), referred to in the GEF-6 IW Focal Area Programme 7 and are of relevance to the CFI as small-scale fisheries play an important role in the coastal area (although it should be remembered that the CFI deals with all fisheries within EEZs). Key premises of the SSF Guidelines include the need to consider resource management and social and economic development simultaneously and strengthen the capacity and organizational structures of fishers and fish workers.

26. Organizations at the global level that represent resource users include small-scale fisheries CSO, e.g., ICSF, WFF, WFFP and IPC[11], as well as those of private commercial sector interests. The International Coalition of Fisheries Associations (ICFA) is a coalition of the national fish and seafood industry trade associations from the world's major fishing nations. ICFA members represent countries harvesting more than 85 percent of the globe's fish.

27. Recognizing the need for increased collaboration for addressing unsustainable fisheries, new initiatives and networks are developing. One such initiative is the Blue Growth Initiative, defined by FAO as "Sustainable growth and development emanating from economic activities using living renewable resources of the oceans, wetlands and coastal zones that minimize environmental degradation, biodiversity loss and unsustainable use of aquatic resources, and maximize economic and social benefits". The initiative aims at strengthening responsible management regimes and practices to reconcile economic growth and food security with conservation and ecosystems protection, allowing people employed in fisheries and aquaculture to act not only as resource-users but also as resource-stewards. It focuses on improved livelihoods and social equitability as well as transparent and more secure food systems.

28. There is apparent strong political will in the three CFI geographies to address fisheries sustainability issues. In Indonesia, the Ministry of Marine Affairs and Fisheries (MMAF) has recently expanded its staff and engaged in multiple capacity building programs. In Cabo Verde, Côte d'Ivoire and Senegal there is strong support to the policy reform as expressed in the Policy Framework and Reform Strategy for Fisheries and Aquaculture in Africa adopted by the African Union in 2014. Ecuador and Peru collaborate on sustainable fisheries in the context of the GEF/UNDP Humboldt Current LME project and are working towards the establishment of a regional LME commission.

29. The extent to which appropriate governance framework – consisting of policy, legal and institutional frameworks – are in place at the national level varies from one country to another. Often such governance frameworks focus on the roles and responsibilities of formal government institutions rather than looking broadly at wider stakeholder roles – particularly of fishers and the private sector. Governments often do not give adequate attention to market based mechanisms to change practices and behaviors to move towards sustainable fisheries. Relevant initiatives and existing organizations at the national and regional levels in the CFI geographies supporting the improvement of the enabling environment include, among other things:
    - In Peru, WWF is expected to support the development and mainstreaming of Marine Spatial Planning (MSP) approaches for the Humboldt Marine Ecoregion with emphasis on the identification of priority areas for sustainable fishery management including, amongst others, capacity-building workshops on coastal land

[11] World Forum of Fisher Peoples (WFFP), the World Forum of Fish Harvesters and Fishworkers (WFF), the International Collective in Support of Fishworkers (ICSF), and the International Planning Committee on Food Sovereignty (IPC).

use planning and zoning, identification of appropriate new legal and administrative regulations for marine planning, and the elaboration of coastal development plans.

- Senegal is supported by FAO to carry out a revision of its sector policy. A task force has been established for this and a number of stakeholder consultations have been carried out to identify main issues to be addressed.
- Cabo Verde has developed a Fisheries Policy Strategy paper on sustainable and integrated management of fishery resources in order to improve the levels of food security and living conditions of communities and to align with the goals of Cabo Verde's Comprehensive Africa Agriculture Development Programme (CAADP) national agricultural investment plan (NAIP).
- The CAOPA regroups small-scale fishers and fish workers organisations in the West African region and is playing an important advocacy role in regional and international policy processes.
- In Indonesia, an Ecosystem Approach to Fisheries Management (EAFM) Technical Working Group was established in 2013 as part of the GEF-funded Coral Triangle Initiative (CTI). The working groups represents a collation of partners, including government institutions, NGOs, universities/academics, practitioners of fisheries, fishing groups as well as the personal who have interest and in the field of fisheries.

30. There are several other GEF LME projects that will be of direct relevance to the CFI. In West Africa, there is the CCLME (already mentioned above) as well as the Guinea Current LME. The EAF Nansen is a project linked to the CCLME and supports the development of fisheries management plans following an EAF approach. In Indonesia, the GEF/FAO Indonesian Seas LME and the GEF/UNDP Arafura and Timor Seas (ATSEA) project are of direct relevance. Moreover, at the regional level, there is an important number of RFBs and RSPs but with varying mandates and degrees of capacity. The CFI will ensure that there is strong coordination, joint lessons learning and sharing between these and the CFI.

BASELINE WITH REGARD TO BEST PRACTICES, COLLABORATION AND PERFORMANCE ASSESSMENT

31. As mentioned above, an important barrier to real progress toward sustainable coastal fisheries governance and management include the fact that there is limited integration among the different approaches that are used by governments in their partnerships with developments and environmental agencies and organizations in addressing the sector. These approaches, which can also be described as referring to different objectives or priorities, can, in a generalized manner, be broadly characterized into five main thematic areas: sector-focused management priorities; safeguarding of human well-being priorities; biodiversity and ecosystem health priorities; postharvest and value chain priorities; and wealth creation and investment priorities. These thematic areas are summarized in Box 1 below.

32. These thematic areas are by no means exclusive, and many of the most successful fisheries management initiatives may already incorporate different sets of objectives and seek to find common ground between them (as has already been demonstrated in the baselines described above). However, is concern that governments currently do not receive consistent advice from development and environmental agencies and organizations: when different development and environmental agencies and organizations promote different approaches, it may create unproductive confusion at the local, national and regional levels.

33. There is currently no global platform for collaboration among development and environmental agencies and organizations working in fisheries. Different actors tend to work independently form one and other and different approaches hence develop in silos. There is some collaboration and exchange of experiences but more on a case-to-case basis and through more limited initiatives, as well as through international and regional meetings organized on specific topics. The CFI has been developed through collaboration among six GEF Agencies[12] each with significant competences in the different thematic areas.

34. Some efforts are underway to strengthen information and database on the coastal environment and socioeconomic conditions. One of such efforts is the "Southeast Pacific data and information network in support to integrated coastal area management", funded by Belgium in coordination with IOC-UNESCO and CPPS). SPINCAM was designed to establish an integrated coastal area management (ICAM) indicator framework at national and regional

[12] The CFI GEF Agencies include FAO, UNDP, UNEP, World Bank, CI and WWF-US.

level in the countries of the Southeast Pacific region (Chile, Colombia, Ecuador, Panama and Peru) focusing on the state of the coastal and marine environment and socio-economic conditions, to provide stakeholders with information and atlases on the sustainability of existing and future coastal management practices and development. The Walton and David & Lucille Packard Foundations have also carried out assessments of both fisheries and MPAs in parts of South America with a view to possible future interventions. They also supported pre-assessment of the Peruvian anchovy fishery.

BOX 1: THEMATIC AREAS – APPROACHES TO FISHERIES MANAGEMENT

Sector-focused management priorities

Most fisheries management worldwide continues to be focus on efforts to establish and implement rules and regulations for the functioning of activities within the sector, and are focused on achieving objectives specifically relating to the sector. The pursuit of these objectives, and the instruments developed for achieving them, whether through regulation of inputs and outputs in the sector, improved science and information to inform decision-making, or better monitoring and enforcement, continue to have an important role to play.

Safeguard of human well-being priorities

These sets of objectives emphasize the need for wider social and economic development for participants in the fisheries sector and their rights to food security and livelihoods. This is regarded as particularly important given high levels of vulnerability and poverty often encountered in fishing communities and their frequent lack of capacity, incentives and organization to participate in decision-making about fisheries management. Safeguard of human well-being objectives therefore focus greater attention to equitable distribution of benefits from fisheries, strengthening fishers' capacity to engage with institutions and decision-making mechanisms, and the need to include both women and men in management decisions.

Biodiversity and ecosystem health priorities

Ensuring the maintenance of biodiversity and ecosystem health in the marine environment, both in coastal areas and in the deep sea, as well as through interactions between the marine and terrestrial environments, is often prioritized as it underpins the sustainability of the fisheries sector as a whole. Supported by key conventions such as the Convention of Biological Diversity (CBD), the protection of critical habitats and the introduction of controls on resource use are seen as key to achieving these objectives.

Post-harvest and value chain priorities

Given the limited scope worldwide for increasing production from fisheries that are frequently already exploited at or beyond their sustainable capacity, the opportunities for reducing wastage and adding value to fish being caught is frequently seen as a priority objective. Opportunities for incentivizing sustainable fisheries through market measures and consumer demand for fish products from well-managed fisheries often underpin the approaches used to achieve these objectives.

Wealth creation and investment priorities

This set of priorities in fisheries management sees the introduction of appropriate economic incentives for resource users, and particularly secure tenure rights to fisheries resource, as key to achieving sustainable use. The emphasis is often on ensuring the economic performance of fisheries as a sector and its contribution to wider economic growth and well-being through more efficient exploitation and management and the capture of resource rent for reinvestment in the development of fisher communities in particular, and wider society in general.

(See CFI Strategic Framework document for more information)

35. While the availability of fisheries assessment and other data is generally unsatisfactory, there are several NGOs presently working on fisheries data and monitoring and further private investment from the private sector could provide strong support in this respect. These include the More Foundation Group (stock assessment methods), the Vulcan (Paul Allen Foundation, for fisheries data improvement), the Science for Nature and People, etc. There are in fact a number of evaluation systems and methodologies for assessing the status and performance of fisheries. FAO has been monitoring the state of the world's marine fish stocks since 1974, and it periodically produces the most authoritative report on the subject – The State of World Fisheries and Aquaculture. Currently, FAO, together with 15 partner institutions, is looking into the development of ecosystem-level assessments. The World Bank has developed the Fisheries Performance Indicators system. The Ocean Health Index (www.oceanhealthindex.org) was developed by CI in partnership with National Geographic and the New England Aquarium. There is also, among many others, the SocMon (www.socmon.org), aimed at helping coastal managers better understand and incorporate the socioeconomic context into coastal management programs. This constitutes a rich basis for developing an evaluation system that would match the more integrated and holistic approach that the CFI seeks to promote.

c) PROPOSED ALTERNATIVE SCENARIO

CFI GOAL, OBJECTIVES AND GUIDING PRINCIPLES

36. The CFI has been developed based on the recognition of the richness of initiatives and experiences in coastal fisheries but also that there is still no agreed solution to how to make them environmentally, economically and socially sustainable. Because many actors work independently from one and other and because there is limited capacity in many countries, in particular developing countries, to analyze, coordinate and effectively steer various initiatives in the same direction, there is a great need to improve collaboration and to identify and refine agreed best practices. The CFI will play an important role in examining how different approaches (see Box 1) work in different situations – at the same time as impact is generated on the ground – through its regional/national child projects and in bringing this new knowledge to the international arena to be examined, shared, understood and replicated, as appropriate. The CFI will also examine existing initiatives and results generated by such programmes and projects with a view to identify good (and bad) practices, including from ongoing LME projects. The CFI will work towards a more harmonized view on what different approaches and concepts in coastal fisheries mean and can do and promote a more holistic process for and integrated perspective on sustainable management. This implies and integration of approaches and priorities, as appropriate, in respect of sector-focused management, safeguarding of human well-being, biodiversity and ecosystem health, postharvest and value chain, and wealth and investments. See also the CFI Strategic Framework (Annex 6: Section 11 on Program Governance) which notes the need to ensure that the wider community concerned with coastal fisheries globally are aware of the CFI and have the opportunity to engage in discussions about what it is doing and what is being learnt from it.

37. Within this overall framework of integration and learning, the CFI will focus its efforts on addressing key barriers to sustainable fisheries. The CFI will promote sustainability incentives in the value chain addressing the need for correct incentives at the harvesting stage, including co-management and innovative or improved secure tenure and access rights regimes, as appropriate, and improving the efficiency and transparency of the postharvest sector. It will also address the need for an enabling environment and help build institutional structures and processes at global, regional and national levels. This will be closely linked to collaboration and enhancing the integrated perspective described above as well as to sharing of best practices and replication of processes that are successful.

38. The overall scope and goal of the CFI is outlined in the CFI Strategic Framework document and aligns with global sustainable development objectives[13]. In accordance with the GEF mandate, the CFI will have a strong focus on ecosystem health, but the initiative recognize it will succeed only if it is supported by action in the social and economic dimensions. Food security will be a priority, especially given the context of poverty and livelihood dependence on fisheries among many coastal fishing communities. Accordingly, the CFI aims to contribute to the global goal of having, worldwide, coastal fisheries sustaining healthy environment, and delivering social and economic benefits.

39. Within this context, the overall objective of the CFI is:
To demonstrate holistic ecosystem-based management and improved governance of coastal fisheries.

40. The above objective can be divided into two interrelated objectives:
    - Global Environmental Objective: To support responsible coastal fisheries and the maintenance of ecosystem services through implementation of more holistic and better harmonised approaches.
    - Program Development Objective: To increase the economic and social value generated by coastal fisheries to support human well-being and livelihoods.

41. Accordingly, the programme will recognize the importance of addressing all three pillars of sustainable development – the environmental, social and economic dimensions. In the environmental dimension, this will require taking an ecosystem approach to management of coastal fisheries, ensuring the maintenance of ecosystem functions and taking into account interactions with other linked ecosystems, as well as the human dimensions of ecosystems. In the social dimension, it will mean adopting a participatory, inclusive approach that engages with all the stakeholders involved in coastal fisheries, and takes full account, from the start, of their objectives and priorities in fisheries and their rights to livelihoods, to food, and to representation and participation in decision-

[13] In particular international commitments in accordance with Rio+20 outcome document 'The future we want' and the CBD Aichi biodiversity targets (No 6 on sustainable fisheries and No 11 on protected areas).

making processes. In the economic dimension, it will recognize that economic viability, and realizing the economic potential of fisheries in coastal areas, will be key to achieving sustainable fisheries. The CFI will adhere to the CCRF and be supported by the adoption of a number of key guiding principles that are outlined in the CFI Strategic Framework in Annex 6.

42. The CFI has involved broad consultations from the beginning of its development process. This consultative process will continue in the implementation of the CFI through engagement with a range of stakeholders involved in and concerned with coastal fisheries, both for the development of the overall global framework and for the regional child projects. It is recognized that specific approaches to fisheries management cannot easily be replicated from one place to another as they generally need to be context specific, but it is expected that the processes for developing more effective coastal fisheries governance and implementing improved management will generate lessons and best practice that can be applied more widely.

43. In line with the identified barriers and discussion above, the CFI will focus on generating results in three main areas, each represented by one programme component:
    - Component 1: *Sustainability incentives in the value chain* – Ensuring that resource users recognize, and are able to realize the benefits from, appropriate incentives for better management;
    - Component 2: *Institutional structures and processes* – Putting in place a policy and institutional environment that enables the establishment and realization of those incentives;
    - Component 3: *Best practices, collaboration and performance assessment* – The adoption of a holistic and integrated approach to the process of developing better governance arrangements.

44. The expected results will be achieved by the implementation of a combination of national and sub-regional projects (in three geographies as mentioned above) – supported also by an grant funding mechanism (the Challenge Fund) and a global partnership, knowledge management and research mechanism for sharing experiences and furthering effective fisheries management and performance assessment methods. FAO is the CFI coordinator and will lead the Global partnership, knowledge management and research project, and together with UNEP will implement the Cabo Verde, Côte d'Ivoire and Senegal geography project. UNDP, WWF and CI will take lead roles for implementation responsibilities for the CFI projects in Ecuador and Peru, and Indonesia, respectively, in collaboration with CI. The Challenge Fund will be managed by the World Bank together with CI. The overall project results matrix is presented in Annex 7. This will guide design and implementation of all the child projects and will form the basis on which a common M&E will be developed.

45. The three geographies were selected applying agreed criteria (see Section on child project selection criteria) and because these three regions represent various dimensions of global challenges in coastal fisheries in three different continents of the world. They all are globally important fisheries and are all grappling with ways to ensure sustainable fisheries that benefit local communities as well as contribute to national and regional economies effectively. The nations have shown high interest to participate in the CFI and their specific contexts are summarized below:
    - Based on the program-level criteria, ***Indonesia*** was targeted as a global priority due to the impact of its marine resources on marine biodiversity, economy, food security and livelihoods across the broader region where some of the world's most important fisheries occur. Indonesia is world's second-largest fishery producing country with seafood exports to key markets in the Americas, Asia, and Europe worth over US$4.2 billion in 2013 and projected to increase to US$5.1 billion in 2014. Indonesia's coastal and marine ecosystems provide valuable goods and services that help sustain the lives of millions of people on our planet. Good governance of Indonesia's coastal fisheries and coastal critical habitats will have an impact far beyond national boards and represents a true sustainable model for neighbouring countries. Further benefits beyond Indonesia and the region include: reduced vulnerability to climate variability and climate-related risks, and increased ecosystem resilience through multi-state and international cooperation via CTI-CFF, WCPFC, ASEAN, ATSEF, and other multi-lateral international collaborative platforms, conventions and agreements
    - ***Ecuador and Peru***: The area harbours the world's largest single species fishery, Peruvian anchovy, with global importance as fishmeal and HUFA oil production for livestock. At the same time over 300 other species are caught and marketed from this area. Biodiversity is in decline due to a combination of overfishing (in part due to IUU fishing and poor MCS) and habitat destruction from coastal zone pollution. There are over 200,000 artisanal fishing boats registered with many more fishers carrying out land based

fishing / collecting activities. Transboundary fisheries are important for coastal livelihoods but are not managed bi-nationally. Transboundary fisheries are impacted by climate change scenarios in that the movement across political boundaries can give the impression of local stock abundance with concomitant demands for higher quotas. Examples of improved bi-national management practices will be of value to the other CFI areas.

- ***Cabo Verde, Côte d'Ivoire and Senegal***: The Atlantic Coast off West Africa is one of the world's most productive regions, with major and localized upwelling areas along the coast. Fishing and fisheries activities are important in West Africa, providing food and employment, supporting livelihoods and generating revenues for the coastal populations and nations. Fisheries also benefit the African region at large as well as the global community, West African fish being a major commodity traded regionally and worldwide. The role of fisheries for food. Coastal Fisheries in the 3 selected countries represent varied eco-systems and social set ups, from which successful pilots can be replicated to other similar countries in Africa and other region (SIDS, interaction small scale/industrial fisheries, estuarine eco-systems). Successful pilots in Senegal can be useful for neighbouring countries with similar challenges for costal fisheries (such as in Guinea Conakry, Benin, Togo,) and which share stocks (e.g. Sardinella) with Senegal. Cote d'Ivoire pilots on estuarine and mangrove eco-systems will also useful to many African countries with similar eco-systems. As a SIDS, Cabo Verde's experience can also be useful for other SIDS countries (such as Seychelles, Mauritius).

46. As described in the introduction, the CFI will work with all types of fisheries in EEZs. However, in accordance with the outcomes of the consultations held with the countries in the selected geographies, a major focus of the CFI activities in these countries will be small-scale and semi-industrial fisheries. It is however important to ensure that fisheries management is coherent and that all fleet segments exploiting the same resources or are active in the same ecosystems are integrated in the same management frameworks.

47. Through these child projects, the CFI will attempt to compare and contrast how multiple objectives (especially those presented in Box 1) can be integrated within a coherent and effective strategy whilst meeting context specific needs of a particular place and spatial scale.

48. A major aim of the CFI project is to therefore to compare and contrast how multiple objectives can be integrated within a coherent and effective strategy tailored to the needs of a particular place and spatial scale.

    In the opinion of STAP, this element of the proposal would be greatly strengthened if the discussion of the five thematic areas recognized that the priorities and therefore the design of an initiative needs to be tailored to the needs, the problems and opportunities posed by coastal fisheries in a given place.

49. The strengths and weaknesses of the existing governance system will play a major role in shaping an effective strategy for promoting EAF. Such an analysis of the context is as important as the analysis of the values and priorities of those undertaking fisheries reform.

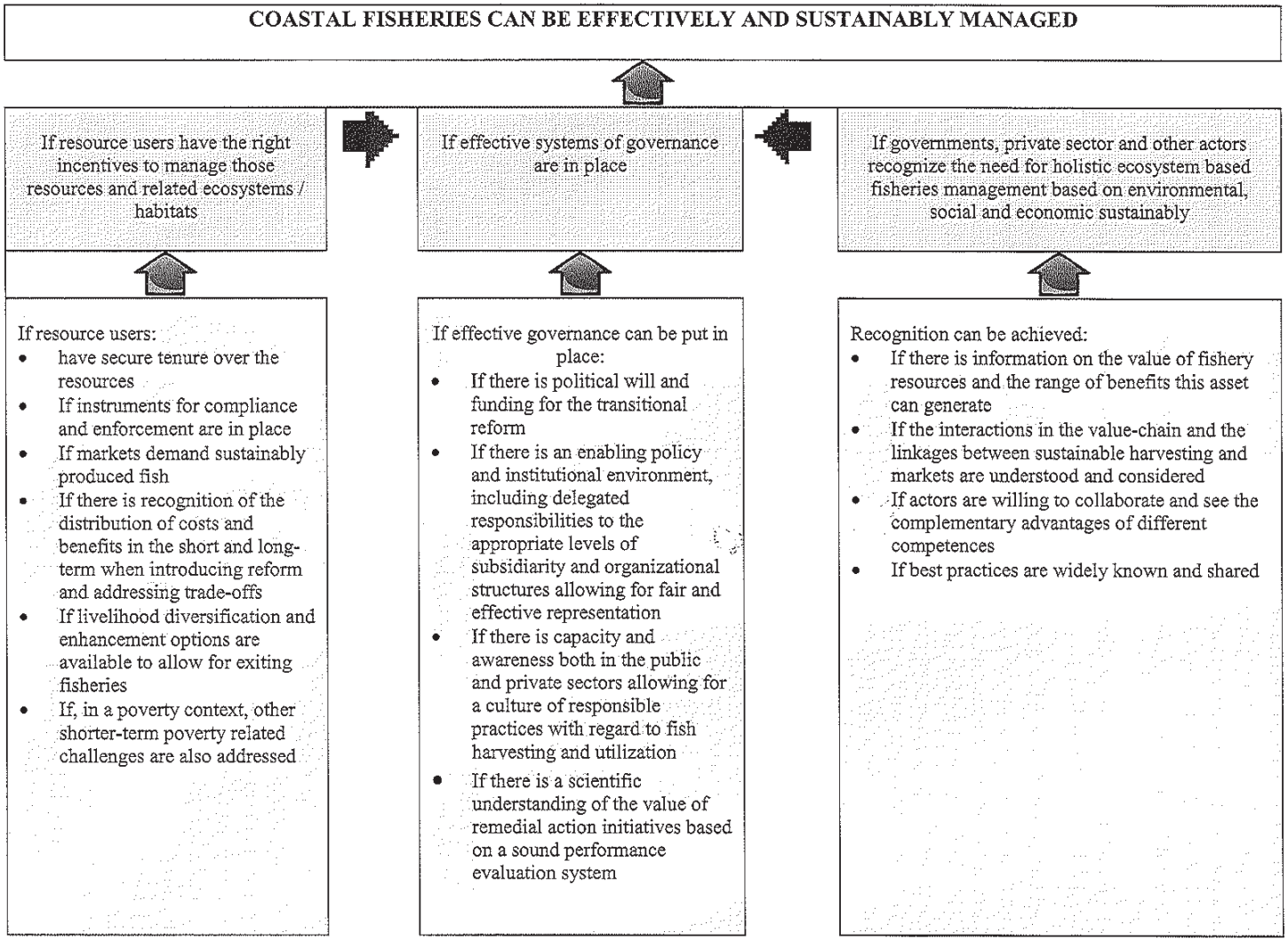
50. It must be recognized that what works to advance EAF in one locale or region will not necessarily be effective where the initial conditions are different. This important point is absent from the Section (a) discussion.

THE CFI THEORY OF CHANGE

The CFI's preliminary theory of change (see **Error! Reference source not found.**) illustrates the logic and sequencing of the steps required for achieving effectively and sustainably management coastal fisheries. The building blocks consist of key priorities and using best practices that are part of the approaches of the thematic areas described above (see Box 1). The details of the specific pathway for the CFI to contribute to sustainable coastal fisheries are described in the Results Framework attached in Annex 7. The Theory of Change will be further developed during a Programme Stakeholder Consultation to be held immediately prior to commencing detailed child project development.

The three components included in this Results Framework and constituting the CFI alternative scenario, addressing the barriers and building on the baselines described above, are presented below. In Box 3, each of the CFI 'child' projects is briefly described.

FIGURE 1: CFI THEORY OF CHANGE



CFI ALTERNATIVE SCENARIO

Component 1: Sustainability incentives in the value chain

51. The outcome of the CFI component 1 is:
The efficiency of and transparency in the fisheries value chain (from harvest to consumer) have been improved through appropriate incentive structures and contribute to sustainable resource utilization and equitable social and economic development.

52. The achievement of this outcome will be measured with respect to whether:
- New or amended fisheries management regimes, including incentive structures, are implemented.
- Postharvest losses have decreased, quality of products and working conditions improved and carbon foot print of fish smoking has been reduced.
- PPPs are implemented for, for example, improved landing site management, information sharing and market access.
- Innovative market incentive systems are implemented for improved environmental, economic and social sustainability of coastal fisheries.

53. Incentive structures are key to drive behavioral change and need to be considered and developed in a range of different contexts and at different levels, e.g., for policy makers to develop and implement policies, for resource users to move away from unsustainable behavior, to attract necessary investments and to encourage innovative and sustainable financing mechanisms in support of long-term improvement in fisheries management. Building on existing initiatives and processes described in the baseline, the CFI will work along the range of possibilities for improved incentive structures with a focus on combining the introduction of co-management and rights-based fisheries management approaches (e.g. more secure tenure and access rights for fishers and fishing communities and businesses – see Box 2) and market incentives in the value chain through engagement by the private sector and PPPs.

BOX 2: INCENTIVES – RIGHT BASED APPROACH FOR RESOURCE USERS

Introducing more secure tenure and access rights to fishery resources to resource users fulfils two key functions. First, tenure and access rights are a tool for fisheries management for promoting environmentally, economically and socially sustainable resource utilization. Second, users need secure access – defined in relation to other potential users – to the resources they depend on for their livelihoods or income.

By giving users a stake in the future of the resource, a more responsible behavior is expected and the incentives behind the "race for the fish" are dismantled. For this approach to work, the right given to a user or a group of users has to be secure – if the risk is high that the right will be taken away, the incentive to manage the fishery sustainably is diminished. A rights-based fisheries management system does not however automatically remedy overfishing and induce good management. The appropriate type of rights regime needs to be in place and a variety of other conditions apply, e.g. there is a need for enforcement mechanisms and (scientific) information.

Secure access to resources is a prerequisite for livelihood security and for many investments. People are more likely to invest in their own future or companies in their business when they are confident that they will continue to be able to draw on the resources they need.

54. The interventions in the different CFI geographies and countries will have to be location specific taking local constraints and opportunities into account. It should also be noted that while co-management and rights-based fisheries management approaches are likely to be best practice in general, there is still a need for a systematic process, including analysis and stakeholder participation, to determine what type of management arrangement is the most suitable in each situation. In the Cabo Verde, Côte d'Ivoire and Senegal geography, there is already considerable investment ongoing in different management tools but it would appear that many of these actions are fragmented and there is a need to bring good practices together and incorporate them in national and regional frameworks. Stakeholder participation will be fundamental in this process of developing and implementing coherence. The EAF process and principles will be used together with implementation of relevant international instruments, including the recently approved SSF Guidelines. Also in Indonesia, a strong focus will be given to process and the implementation of EAFM as the basis for fisheries management planning and implementation. In

this geography, however, the overall fisheries management frameworks are already available – management plans exist for the two fisheries management areas covered by the CFI project – but support will be required to operationalize these plans, using and improving on existing structures and ensuring that planned outcomes support sustainable fishing and the well-being of fishing communities. In Ecuador and Peru geography and in Latin America, there is already positive experience from TURFs that needs to be further developed, scaled up and capitalized on. In all three geographies, there are also opportunities to better integrate different types of spatial tools and protected areas – MPAs, multi-use MPAs, fish refugia – into fisheries management frameworks at the same time as greater attention is giving to habitat protection and minimizing the carbon footprint of fisheries.

55. The above described improvement of incentive structures is focused on the harvesting stage of the fisheries value chain but an explicit approach of the CFI is to combine this with improved incentives also in the postharvest and marketing stages. These dimensions are interdependent as sustainability at the harvesting stage is a prerequisite for investments in the value chain, and better efficiency and transparency in the postharvest subsector are needed for sustained and increased benefits without putting further pressure on fishery resources. There are also important livelihood dimensions interwoven in this argumentation. Especially in small-scale fisheries, social and economic development needs cannot easily be separated from resource management requirements and all efforts to improve the value chain will also include improvement of working conditions, promotion of gender equality, exploration of livelihood diversification, etc. in order to be sustainable.

56. The identified strong political will to address fisheries sustainability in the CFI's three geographies provides a cornerstone for the CFI approach to engaging private sector investments on sustainable footing through its challenge grant facility. Harnessing emerging rights-based management experiences across these geographies, the CFI Challenge Fund (CF) facility will pioneer a competitive model for identifying "bankable" PPPs, whereby public sector investment can be used to de-risk and induce greater private sector investment. . The CF will play an important role in building the business case for, and facilitating the emergence of such PPPs. Expanding on the experiences from existing initiatives, such as FIRME and FISH 2.0, and in close collaboration with some of them, the CF will focus on raising awareness and helping to catalyze private sector involvement across the three CFI regional components, while also enhancing the program's cross-regional learning and operational linkages. Depending on the regional context, activities could include allocation processes for managed access, capacity building in productive fisheries enterprise and collective action, and market-based solutions that help leverage supply-side reform. Such reforms will help reduce the perception of risk in fisheries and generate a value proposition for private sector investment across the coastal fisheries value chain. The overall focus of the CF will be on incentivizing private stakeholders to engage in productive public–private dialogue and partnerships aimed at deriving, developing, and implementing innovative solutions to address sustainable coastal fisheries management.

Component 2: Institutional structures and processes

57. The outcome of this CFI Component 2 is:
Policies, legislation and institutions and capacities in the public and private sectors have been improved at local, national and regional levels allowing for enhanced resource management through integrated and holistic approaches that allow for effective incentive structures and that lead to more environmentally, economically and socially sustainable coastal fisheries.

58. The related indicators refer to:
- The necessary policy, legal and institutional frameworks are in place, functional and in use providing the required enabling environment for implementing sustainability incentives in the value chain (see Outcome 1).
- Relevant international instruments are adopted, as appropriate.
- Fishers, fish workers and other stakeholders are part of decision making processes with regard to fisheries management and community development and have the capacity to participate in an effective manner.
- Relevant regional organisations have the capacity to support their member countries (and for transboundary resources) in applying CFI best practices.
- Fishers, fish workers and local and national government staff have the capacity to effectively participate in fisheries governance and management processes.

59. In order to allow for a transition of the fisheries governance and management framework to a system that includes sustainability incentives in the value chain, the appropriate policy, legal and institutional frameworks need to be in place. This component will ensure that the necessary structures and processes exist at national, regional and global levels that support transition and the holistic and integrated approaches promoted by the CFI. This is in line with provisions given in the CCRF (e.g. paragraph 7.1.1 States and all those engaged in fisheries management should, through an appropriate policy, legal and institutional framework, adopt measures for the long-term conservation and sustainable use of fisheries resources).

60. The CFI will support capacity development in both the public and private sector for supporting sustainable practices. Awareness and knowledge of what sustainable practices mean and how they can be implemented need to be enhanced and a cultural of responsible behavior will be created. Engagement with the private sector including actors along the value chain will be crucial as change among fishers and the supporting industry will be fundamental for achieving results.

61. While the requirements for the enabling environment vary between countries and regions, there are certain general principles and processes that are valid more broadly. The CFI will distil best practices in the three geographies with regard to addressing improvements in institutional structures and processes. Experiences from existing and recent initiatives to address governance, including in relevant LME projects, will also be assessed, Principles to be applied include transparency and participation: stakeholders and actors need to be aware of and understand the arrangements and have the capacity to effectively take part as participation of fishers, fish workers, the private sector and other actors is essential.

62. The CFI will capitalize on the political will for fisheries governance and management reform in the countries of its three geographies and build on existing structures and processes to ensure that such an enabling framework is in place. Building on already ongoing initiatives, empowerment, awareness raising and capacity building – at all levels and for communities, governments and the private sector alike – will be supported. In Cabo Verde, Côte d'Ivoire and Senegal, awareness raising and implementation support at national government level on international instruments, such as the CCRF and the SFF Guidelines, will be supported to promote the inclusion of innovative elements as regards small-scale fishing communities in the management process. In Indonesia, relevant local and provincial government agencies will be supported to implement key aspects of management plans, and to analyze experiences at the local fishery level for incorporation at the provincial level frameworks.

63. More specifically, at the national level, legal amendments will be carried out as needed, e.g. the legal system in Peru will be revised to allow for TURFs. In Cabo Verde, Côte d'Ivoire and Senegal, the legal frameworks to allow for the establishment of PPPs supporting improved infrastructures and practices, decent working conditions, environmentally sensitive fishing operations, gender mainstreaming and market driven Fisheries Improvement Projects will be created. Likewise, the institutional structures for more integrated management involving spatial tools such as MPAs will be improved. For example, in Latin America, where multiple use MPAs are new, fisheries management plans integrating such measures will be promoted and the institutional requirements for doing so created.

64. The absolute necessity to work closely with the fisheries actors – fishers and fish workers – and the private sector is recognized. The CFI will promote their role in decision-making by working with existing structures and initiatives to support associations and network that enhance stakeholder representation in decision making and in framing appropriate governance structures at local to national and regional levels. Engagement of existing CSO networks and the private sector in the CFI will also be promoted.

65. At the regional level, in view of the importance of transboundary fish stocks and the often shared concerns, constraints and opportunities in a region or subregion, the CFI will, working closely with ongoing initiatives, promote collaboration through existing regional organizations such as the RFBs and RSPs and ensure that CFI lessons learnt are shared. In all of the three CFI geographies, there are also important GEF investments in LME projects and careful planning and coordination will take place with these initiatives to make sure the CFI uses its comparative advantage as a global and innovative programme to support but not overlap with LME project efforts.

66. At the global level, the CFI will strive at informing COFI of its achievements with a view to ensure that the knowledge created is disseminated and can be used in geographic regions outside the CFI geographies. Through

its proposed interventions, it will also support the implementation of relevant international instruments (see baseline above) and hence become part of international policy efforts. Recognizing the need for effective collaboration at a high international level, the CFI will create a Global Reference Group (GRG) which will serve to monitor and guide CFI implementation but also to constitute a global platform for CFI partners and key stakeholders to exchange experiences and promote coherence with regard to the approaches that are applied for coastal fisheries governance and management. The GRG will be an important mechanism for global coastal fisheries partnership and underpins some of the key contents of Component 3 and CFI coordination and knowledge management and is further described under the relevant sections below.

67. As noted in the introduction to the CFI Strategic Framework (Annex 6), the CFI has involved broad consultations from the beginning of its development process. This consultative process will continue in the implementation of the CFI through engagement with the range of stakeholders involved in and concerned with coastal fisheries.

68. It is recognized that specific approaches to fisheries management cannot easily be replicated from one place to another as they generally need to be context specific, but it is expected that the processes for developing more effective coastal fisheries governance and implementing improved management will generate lessons and best practice that can be applied more widely.

Component 3: Best practices, collaboration and performance assessment

69. The CFI Component 3 outcome is:
The understanding and application of integrated, participatory and collaborative approaches has been enhanced among local and global partners who utilize agreed tools for measuring coastal fisheries performance and progress towards environmental, economic and social sustainability.

70. Achievements with regard to this outcome will be measured by the following indicators:
    - Program related best-practices and lessons-learned published and disseminated.
    - CFI best practices are applied and collaboration among environmental and development agencies and organisations strengthened.
    - Fisheries performance is evaluated by an integrated assessment method.
    - Capacity developed in governments, regional organisations (RFBs/Regional Seas Conventions), private sector and environmental and development agencies and organisations to make informed decisions on fisheries governance and management approaches and to use CFI results.

    Indicators are also discussed in the CFI Strategic Framework (see Annex 6).

71. This component will provide important support to creating the synergies that will underpin CFI's success. It will provide the elements for best practice sharing, collaboration and enhanced coastal fisheries performance assessment. As has been described above, there are a number of different approaches and priorities being applied to coastal fisheries today (see Box 1). There are also an important number of actors intervening in coastal fisheries; in addition to fisheries and environment government agencies and private sector fisheries actors, there are public and private interests representing other sectors than fisheries, development and environmental agencies and organizations, and other organizations and institutions. With limited coordination and scarce opportunities for exchanges of experiences and learning, the coastal fisheries arena has become fragmented and efforts fail to address the complex root causes of unsustainable fisheries as they are not comprehensive enough. The CFI will play an important role in turning this fragmented situation into one of coherence and be a catalyst for bringing about more consistency in coastal fisheries governance and management by the application of holistic process and more integrated approaches.

72. The CFI programme has been build based on consultations with stakeholders, including the governments in the participating countries in each CFI geography. The programme promotes collaboration, focusing in particular on governments and the key GEF Agencies involved in coastal fisheries but also involving other stakeholders.

73. By providing a mechanism for a global coastal fisheries partnership, the CFI expects to bring about significant improvement in how best practices are analyzed, shared and combined. The CFI GRG will play an important role in this respect (see also the sections on coordination and knowledge management below). As key GEF Agencies

are directly involved in the programme and work together, they will benefit from each other's comparative advantages and respective competences. The CFI will build the capability of competent government authorities and fishers, fish workers and the fishing industry for applying best practices in coastal fisheries management and biodiversity conservation. Also the decision-making by RFBs, RSPs and other regional organizations will be substantially improved, as they will also be exposed to a more systematic application of management tools and methods.

74. The CFI will ensure that lessons are effectively shared between child projects, and best practices and lessons from other initiatives, particularly LME projects, are also used to inform project implementation. Furthermore, lessons from the child projects and all other major relevant programmes will be used to develop best practice guidelines and to provide recommendations/ policy guidance internationally. The programme will align itself with current policy frameworks and international instruments but at the same time seek to influence policies and strategies according to the best practices that are being identified. The GRG will be a mechanism for this.

75. In order to support its knowledge management role and filling a gap in the currently available systems for supporting effective coastal fisheries governance and management, the CFI will develop a fisheries performance evaluation system. The evaluation system will examine fisheries performance from social, economic and environmental aspects, and it will also examine from policy/ institutional issues to the wider value chain. In this aspect, it will be comprehensive but will also be robust enough and applicable to developing countries. This system will build on existing assessment frameworks and be used to effectively monitor the environmental, economic and social sustainability of coastal fisheries and the benefits the sector generates. CFI will support the development of best practice guidelines on coastal fisheries management and will also develop methodologies to aid effective coastal fisheries management – particularly to assess fish stock in data poor fisheries. See also the Global Partnership child project in Annex 5 that gives a more detailed description of the activities foreseen under the CFI for the development of a global harmonized fisheries performance assessment system.

BOX 3: CFI PROJECT SUMMARIES

The CFI consists of a combination of national and sub-regional projects, an on-demand funding mechanism (Challenge Fund) and a global knowledge management mechanism for sharing experiences and furthering effective fisheries management globally. The CFI strategic approach lies in its combination of methods that have proven successful for fisheries management and securing sustainable resource utilization.

Indonesia: Ecosystem approach to fisheries management (EAFM) in Eastern Indonesia (Fisheries Management Areas – FMAs – 715, 717 and 718) – implemented by WWF

This project will assist the government with the implementation of the fisheries management plans for the FMAs 715, 717 and 718 through support to innovative approaches. The project will promote more effective use of governance mechanisms and management tools and use on the ground action, facilitating the move from plan to implementation in two selected fisheries. This will include working with national and local level structures and promoting participatory approaches. In line with the fisheries management plans, use of harvest controls will be promoted and detailed targets will be set. Moreover, the extent of effectively managed spawning areas, including coral reefs and mangrove habitats will be increased. In addition, incentives for communities and the private sector in other parts of the fisheries supply chain to contribute to improved fisheries management will be created. The project will help expand private sector engagement in fisheries management through market-based incentives for fisheries transformation towards sustainable practices. The knowledge and lessons learned by the project will be shared through targeted communication actions aimed at different audiences, such as the fishing communities, private sector, academia, administrators or the public at large. Based on existing structures within the three FMAs, knowledge sharing mechanisms will be established.

The project will in particular contribute to the CFI programme level with regard to implementation of holistic EAFM and co-management. This will also include locally based financial mechanisms as part of EAFM and lessons learnt and best practices will be generated with regard to linkages between incentives in the postharvest value chain and the harvesting stage, including increasing business interest in investing in coastal fisheries management. Moreover, the project will contribute experiences with integration of spatial based management tools (MPAs) for both fisheries management and conservation.

Ecuador and Peru: Ecosystem based management and improved governance of coastal fisheries in the Southeast Pacific – implemented by UNDP in collaboration with WWF and CI

This project will expand on earlier successful experiences and promote and scale up the use of TURFs. It will also support

the reform of relevant national fisheries legislation, strengthen institutional structures for co-management and MCS of artisanal fisheries, engage in PPPs for product enhancement and development, and promote the establishment of certification systems for key fish stocks. Existing and new Multiple Use MPAs will be strengthened including pilot restoration of critical coastal habitats (mangroves, macro-algal beds) within an ecosystem based fisheries management (EBFM) framework. Moreover, the project will promote the Ocean Health Index for long-term ecosystem monitoring and support knowledge sharing and learning. The project will work in Ecuador and Peru.

This project will contribute best practices with regard to TURFs and the institutional structures and processes necessary for their implementation within a context of MSP and EFBM. The integrated approach to coastal fisheries will also include multi-use MPAs under co-management, combining objectives of fisheries management and habitat restoration, and MCS arrangements.

Cabo Verde, Côte d'Ivoire and Senegal: Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation – implemented by FAO and UNEP

This project will use a combined governance and value chain approach to promote sustainable fisheries. It aims to support the implementation of the EAF and promote existing international instruments and standards focusing on ensuring participation, developing know-how and capacity. It will introduce innovative PPPs along the value chain that are supported by national strategies and policy frameworks. The project will be aligned with and strengthen implementation of the activities at national level identified in related GEF investments (CCLME and GCLME Strategic Action Plans – SAPs) and ensure partnerships and collaboration with other actors and projects in the region. The project will cover Cabo Verde, Côte d'Ivoire and Senegal.

The Cabo Verde, Côte d'Ivoire and Senegal project will provide insights into operationalization of EAF fisheries management plans and what institutional structures and processes are required. The project will also contribute best practices with regard to improvements in the postharvest value chain and how private-public collaboration can improve efficiency and transparency.

The Challenge Fund – implemented by the World Bank and CI

The Challenge Fund (CF) will play an important role in helping to catalyze private sector involvement across the three CFI geographies while also enhancing the CFI's cross-regional learning and operational linkages. Initially, the CF is expected to target the central challenge of generating a better and enabling governance context for investment. Depending on the regional and national context, activities could cover allocation processes for managed access, capacity building in productive fisheries enterprise and collective action, and market-based solutions that help leverage improved fisheries management. By reducing the perception of risk in this way and generating a value proposition for private sector investment across the coastal fisheries value chain, the CF will be on incentivize private stakeholders to engage in PPPs aimed at deriving, developing, and implementing innovative solutions to address sustainable coastal fisheries management. Framed as a competitive grant mechanism, with no earmarks and open to all CFI countries, the CF is further intended to spur innovation by challenging CFI beneficiaries and implementation partners alike. To this end, the CF will also actively reach out to outside financial partners and investors to explore options for bundling CF grants with third party traditional (e.g. loans) and innovative sources of financing (e.g. insurance) to test viability and returns over the medium and long term.

The Challenge Fund will contribute best practices in particular with regard to innovative approaches to private sector engagement and investment, linking the postharvest supply chain with sustainable fisheries management. It will support the three regional projects and help draw experiences together at the CFI programme level.

The Global Partnership, knowledge management and research project – implemented by FAO

This project constitutes the umbrella project for the CFI and it will be established involving all six GEC Agencies and other relevant partners. A Global Coordination Unit will be established to facilitate a Global Reference Group (GRG) and to support the global CFI Steering Committee (SC). The GRG will have an independent oversight role and assist the SC in effective CFI implementation. The project will promote sharing of the experiences and lessons generated at country and regional levels, giving the CFI a catalytic role in replicating best practices on coastal fisheries management. A knowledge management (KM) strategy will ensure that effective dissemination of new knowledge acquired inform and advocate policies and capacity strengthening. The project will also include a research component for developing – based on existing tools and initiatives - and implementing a fisheries performance evaluation system that can be used to effectively monitor the sustainability of coastal fisheries management and to evaluate improvements in sustainable environmental, social and economic benefits of the CFI and other programmes.

The Global Partnership project will provide both the common platform for the CFI – as well as for broader collaboration and communication – and contribute innovation with regard to fisheries performance assessment. The project will have a key role in pulling best practices together and ensure that these influence future developments for coastal fisheries governance and management.

D) INCREMENTAL COST REASONING AND CO-FINANCING

76. CFI is committed to building on the extensive experience in fisheries governance and management already present on the ground and supporting the application of lessons learned from those experiences including from LME initiatives. GEF investment is being used through the CFI to catalyze several actions that will have global environmental benefits, over and beyond national level benefits. These include the following:

- *GEF investment will greatly strengthen the global momentum on working toward sustainable fisheries, by bringing together key international agencies working on conservation and sustainable use of coastal fisheries:* The global CFI partnership brings together UN Agencies, International Financing Institution, international conservation organizations together for the first time to work together under a common vision and towards common strategic results on coastal fisheries. Furthermore, CFI will also actively engage other stakeholders – such as Foundations, academia, the private sector and regional fisheries bodies through its Global Reference Group and its activities at national to global levels. This is the first time such a partnership has been envisaged and established at the global level to support coastal fisheries. This will enable CFI to leverage wide range of global, regional and national investments, capacities and knowledge that exists within several countries, GEF agencies and other stakeholders (such as governments, academia, the private sector and the civil society) for the long term benefits of the global environment and societies for CFI, and through new programmes/ projects development. Without GEF support, such a cross-agency partnership to champion sustainable coastal fisheries collectively under a common platform will most likely not exist. This would continue to lead to promotion to diversity of coastal management approaches, some of which may be at odds with each other, as many of these approaches may not effectively consider social, environmental and economic aspects adequately or holistically. The partnership will enable effective sharing and learning between projects based on harmonized approaches and common overall results framework, and thus will greatly aid global knowledge base on sustainable coastal fisheries. This will ensure that holistic perspective of coastal fisheries can be continued to be promoted in the longer term, incorporating several different priorities, approaches, actors, stakeholder engagement and investment sources, leading to progress on coastal fisheries sustainability at the global, regional, national and local levels, which would otherwise not be possible without GEF support.
- *GEF investment will use innovative processes that will lead to the use of appropriate and more integrated approaches in coastal fisheries:* CFI will support the development of best practice guidelines on coastal fisheries management and will also develop methodologies to aid effective coastal fisheries management – particularly to assess fish stock in data poor fisheries and to evaluate overall performance of fisheries – from stocks to further up the value chain. Without GEF investment, and in absence of the CFI partnership, such tool and methods required for sustainable coastal fisheries may not be developed through a wide stakeholder participation and contribution and through learning from past and current GEF invested initiatives. Without this initiative, developing such tools and methodologies may miss out on being informed from all existing tools and methodologies. CFI also links development of such tools and methodologies to be based on testing at child projects under a diversity of policies, institutional arrangements and geographies thereby ensuring its robustness for use globally. Such methodology development will also benefit from the involvement of the diversity of stakeholders already noted earlier as it can build in different perspectives and approaches, thereby making it more relevant for the adoption of a wider range of stakeholders.
- *Speed-up the reform process in the selected geographies and influence indirectly the global process:* Through its investment in CFI, GEF will be supporting multi-country coastal fisheries management approach in Cabo Verde, Côte d'Ivoire and Senegal, and Ecuador and Peru, and a national project in Indonesia. Even in Indonesia, since the proposed fisheries management areas abut EEZ of neighbouring countries, efforts will be made to ensure strong coordination and cooperation with relevant countries. In Indonesia, this perspective will help fill gaps in operationalizing existing fisheries management plans and strategies and leverage private sector engagement and initiate additional and new investment. The CFI is one of the first initiatives to foster multi-stakeholder collaboration and innovative incentives for the implementation of the fisheries management plans in Eastern Indonesia. In the Ecuador and Peru geography, the CFI is considered innovative, scalable and potentially transformational, in catalysing a transition to sustainable fisheries in the region via the introduction and operationalization of a suite of linked and coordinated sustainable fisheries management tools and mechanisms. By delivering not only environmental

but also social and economic benefits to the people of the region, the CFI has a high likelihood of tangible impact that will be sustained. In Cabo Verde, Côte d'Ivoire and Senegal, the CFI will generate examples of good practice in terms of governance and value chain and community participation, explicitly linking local achievements with national plans and processes so that they also have strong focus on global dimensions of coastal fisheries. Such approach will ensure that countries are able to build concerns of neighbouring countries when planning and implementing their own fisheries plans, and have harmonized/ or joint mechanisms for planning, monitoring and implementation of activities to ensure that there are sustainable use of ecosystems and equitable sharing of costs and benefits across nations. Such multi-country efforts would not be easily possible without GEF investment, and without the GEF support to the CFI, countries will not be able to build multi-country partnerships on coastal fisheries, nor to learn lessons from other countries easily. With GEF investment, multiple countries will be working to support national and regional fisheries activities in their coastal areas under a common programme framework under the CFI. This will allow countries to plan, compare, share and learn from each other more effectively than if they were implementing programmes and projects with different frameworks and at different times. This will make lessons learning easier and also the identification of success factors and reasons for failures, if any.

- CFI partnership will mainstream global environmental issue (in this case coastal fisheries) as a priority issue within a wide range of stakeholders from local, sub-national, national, regional and global levels. Through CFI, lessons learnt at the child projects will be used to inform and influence regional and global organizations and mechanisms on fisheries, so that the global coastal fisheries can benefit from lessons learnt from different sites from across the globe. This will further help being made by the GEF, partner agencies, governments and others into fisheries not only in coastal areas, but also in ABNJ and have direct positive social, environmental and economic impacts.
- *Make a difference in the private sector engagement:* The CF component amplifies CFI's distinct focus on the private sector and rights-based management nexus in pursuit of transformational and sustainable impacts. The GEF support will enable a more systematic approach to link improved rights-based management to scaling up private sector across investments in fishery sustainability across multiple geographies and fishery types. Through its Challenge Fund the CFI will provide a dedicated knowledge sharing platform to specifically target private sector audiences and ensure that lessons learned from the CFI supported PPPs are transferred to other regions through south-south exchanges so that innovation can be scaled-up in new areas. By closely linking higher level policy dialogue with making the business case for longer term PPPs geared to support fishery sustainability, the GEF assistance further opens the opportunity for taking such PPP approaches to scale not only across geographies but also through larger multilateral development assistance initiatives.

E) INNOVATION, SUSTAINABILITY AND POTENTIAL FOR SCALING UP

77. The CFI is an innovative GEF initiative as it represents a new way of working with greater involvement of the GEF Secretariat in stakeholder consultations from the beginning of the GEF funding proposal development process. The CFI programme was developed through a systematic process of analysis, consultations and strategic planning; involving the six concerned GEF Agencies, the GEF Secretariat and a range of stakeholders. It is also innovative in the way the initiative promotes collaboration between GEF Agencies and other partners combining different approaches, as appropriate. These processes are replicable and can be used in future GEF programming efforts. At the operational level, the CF's structure framed as a competitive grant mechanism open to all CFI countries and without any earmarks is intended to spur innovation by challenging CFI beneficiaries and implementation partners alike, all-the-while contributing to the programmatic cohesion across the CFI's geographies by facilitating a common approach to private sector engagement. To this end, the CF will actively reach out to outside financial partners and investors to explore options for bundling its grants with third party traditional (e.g. loans) and innovative sources of financing (e.g. insurance) in order to scale-up the CF results while also testing viability and returns over the medium and long term.

78. In Indonesia, project activities will demonstrate program-level innovation in action. For example, the project will promote multi-stakeholder collaboration and innovative incentives for the implementation of the government-endorsed Fisheries Management Plans. New partnerships and incentives will be promoted among a range of stakeholders, including non-traditional private post-harvest actors, public and local organizations and communities to demonstrate the value of holistic and integrated ecosystem based fisheries management.

Restricting access to fisheries resources and allocating rights to local users, facilitating collaborative governance systems, and implementing a series of incentives, including closer links to the private sector, can support the protection of key ecological processes that sustain fish productivity and empower responsible harvest and management of fisheries resources. Also within Indonesia, the project will provide initial capitalization for a conservation funding mechanism for the biodiverse-rich Bird's Head Seascape within the targeted fisheries management areas. The financial sustainability of the network of protected areas will be achieved through diversified revenue sources including government allocations, visitor fees and other local financing mechanisms, local fundraising, and a dedicated conservation trust fund. Investing in the Bird's Head funding mechanism will help secure the financial sustainability of the seascape, providing the local communities and agencies the resources they need to sustainably manage their marine resources forever.

79. In Ecuador and Peru, one of the proposed innovations will include addressing IUU fishing by an extension of the zoning within the 5nm exclusive artisanal fishing area and a move towards rights-based fisheries management (secure tenure and access rights) and participatory MCS. Further, the project would promote PPPs to support high volume artisanal fishery products like anchovy to also go for indirect human consumption (currently only direct human consumption is legal), e.g., high quality protein and oil concentrates for the production of bread and biscuits or a simple 'sprinkle' food to add to rice and in addition use by-products as organic fertilizer thereby reducing the pressure on the guano harvesting for organic agriculture from the Guano Islands and Capes National Park. Work will also look at 'new' products from the area: use of giant squid wings and jellyfish for example. Such PPPs to promote multiple innovative products are expected to benefit ecosystems, local livelihoods and local, regional and global food and nutrient security.

80. In Cabo Verde, Côte d'Ivoire and Senegal, the proposed project and its activities will build upon existing national and regional efforts in the three countries, bringing examples of good practice in terms of governance and value chain and community participation, explicitly linking local achievements with national plans and processes. The project will provide additional support to existing national and local processes to facilitate the transition of strategic and management planning processes to operational level, and combining these with the integration of local on the ground results. At the local level examples of good practices on management measures for example through WARFP in Senegal and Cabo Verde will be analyzed, as well as achievements within postharvest technology development at the community level from the NEPAD FAO Fish Programme (NFFP) in Côte d'Ivoire with the view to analyze how these can best contribute at national level. Experience from the development of fisheries management plans following an EAF approach, building on the experiences of the EAF-Nansen project and the CCLME will be harnessed, and implementation supported through strengthening existing institutions and the development of stakeholder incentives and additional consultative mechanisms as required. The activities proposed are complementary and will support the implementation of the Strategic Action Programmes (SAPs) for the GCLME and CCLME and the commitments of the participating countries to address overfishing, habitat loss and decreasing water quality; the CFI Cabo Verde, Côte d'Ivoire and Senegal component focusing on addressing fisheries related aspects, including related habitat and pollution issues. It will strengthen the capacity of the countries involved to contribute to regional initiatives such as the work of the regional fisheries bodies and the LME projects, providing examples of good management practices and procedures that can be scaled up to other countries in the region, to reduce stress on the environment and enhance the livelihoods of coastal communities. It will also mainstream adaptation to the effects of climate change and climate change mitigation.

81. At the national and regional levels – in the three CFI geographies – similar processes are being promoted. The projects are using new processes for combining existing best practices and are applying a more integrated approach to fisheries governance and management. However, at the same time, it is recognized that specific approaches to fisheries management cannot easily be replicated from one place to another as they generally need to be context specific but the processes for arriving at what to do and how may be useful best practices that can be shared.

82. The sustainability of the CFI will be ensured by the way it is integrated into the implementing and executing partners and because of their partnership and the mechanism built into the programme for knowledge management. The activities on the ground in the three chosen geographies will be building on existing initiatives and structures, which will enhance their probability of sustainability. Because of the importance of the CFI partnership, including several key governments and six GEF Agencies with significant roles in coastal fisheries both globally and nationally, the lessons learnt and best practices will be disseminated, shared and applied in new

initiatives. The close links and involvement of global and regional bodies such as the FAO COFI and regional organizations will further support CFI sustainability and provide opportunities for upscaling.

2. *Stakeholders.* Will program design include the participation of relevant stakeholders from civil society and indigenous people? (yes ☒ /no☐) If yes, identify key stakeholders and briefly describe how they will be engaged in program design/preparation:

83. Close cooperation with private sector operators and their representative organizations, whether from the small-scale fisheries sub-sector or from larger scale operations, will be particularly key for CFI and represent an integral part of the holistic approach which the CFI promotes. In fact, the CFI has involved broad consultations from the beginning of its development process between in particular key GEF agencies involved in this initiative but also through a series of virtual consultations and stakeholders' workshops. The continued process will take account of the relative levels of organization among different stakeholders in the sector and support various forms of multi-stakeholder consultative processes in which particular attention will be paid to the involvement of weaker, or more poorly organized, groups with a direct concern in coastal fisheries and their management. Particular attention will be paid to including marginalized groups in these processes, such as women involved in the fisheries sector, small-scale fishers and fish traders, and ethnic minorities or migrant communities where these are involved. Engagement with the entire fisheries value chain is likely to mean that an important role will also be played by representatives of private sector entities involved in fish trade, both nationally, regionally and globally. The CFI will also work closely with a wide range of other partner organizations including the public sector (governments and government organizations at regional and global levels), NGOs and academia, many of whom will be invited to the Global Reference Group. Many of such stakeholders will be involved in more than one project component. Detailed stakeholder analysis and their involvement in each of the child projects will be developed during full project proposal development. The table below summarizes some key groups of stakeholders who are expected to be involved in the three project components.

Project component	Stakeholders
Component 1: Sustainability incentives in the value chain	Local communities, CSOs, the private sector – including transnational and international, government agencies (including fishery related, local governments, marketing related etc.), academia, NGOs
Component 2: Institutional structures and processes	National and local government agencies, regional fishery organizations, CSOs, private sector, academia, NGOs
Component 3: Best practices, collaboration and performance assessment	Ongoing projects and programmes relevant to CFI, governments, academia, mass media, CSOs and NGOs

3. *Gender Consideration.* Are gender considerations taken into account? (yes ☒ /no☐). If yes, briefly describe how gender considerations will be mainstreamed into program preparation, taking into account the differences, needs, roles and priorities of men and women.

84. The fisheries and aquaculture production sectors are often perceived as male-dominated because most fishers – those who go out in boats and fish – are men. But women also play an important role and a closer examination of gender in fisheries reveals a more complex situation according to countries and cultural contexts. Women are in particular involved in the post-harvest subsector but are also found as entrepreneurs, fishers and in many auxiliary activities. It is estimated that about half of all people around the world working full or part time in fisheries are women.

85. While the concept of gender, by definition, deals with both men and women and the socially, culturally and economically established roles and relationships between them, women are often more disadvantaged than men. Gender equality efforts hence often mean supporting and empowering women whilst working with both men and women. Women, particularly through their involvement in the postharvest sector, often have a broader perspective of the value chain. This source of knowledge should be used and a gender perspective incorporated.

86. Gender equality is fundamental to any development but particular attention will be paid to this principle in CFI in recognition of the vital role of women in coastal fisheries. CFI will promote equal rights and opportunities for

women and men, and ensure women's representation and involvement in decision-making that affects them and their livelihoods. Gender considerations and analysis will be incorporated in the formulation processes for the CFI projects and both targeted interventions and general mainstreaming should be included the CFI project implementation, with gender sensitive indicators and targets as part of results monitoring systems. The CFI will also promote existing international instruments relevant to gender equality[14] and ensure meaningful analyses of gender disaggregated data and information. The recognition and promotion of women's role in and contribution to improved resource governance and fisheries management, together with support to women's capacity to effectively participate in relevant institutions, are essential for achieving sustainable outcome through the CFI.

87. Adequate reflection of the Gender Strategies of GEF and the GEF Agencies will be ensured in the preparation of the full (child) project proposals.

4. Benefits. **Describe the socioeconomic benefits to be delivered by the program at the national and local levels. Do any of these benefits support the achievement of global environmental benefits (for GEF Trust Fund), and/or adaptation to climate change?**

88. The **socioeconomic benefits** of the CFI are far reaching. Coastal fisheries make significant contributions to livelihoods, employment, food supplies and nutrition, and national economies (see section at the beginning of the *Programme Description* chapter) and the CFI will contribute to the safeguarding and enhancement of these contributions. The project will ensure that tangible benefits are generated from sustainable fisheries in terms of increased production as well as access and use of such resources sustainably. The projects are expected to increase benefits in monetary terms from equitable participation in the value chain. Furthermore, the project will also ensure that benefits also include non-monetary ones such as through increased involvement of women in decision making, and through improved intra and inter-community relationships etc. Because of the way the CFI will address coastal fisheries governance and management in an integrated and holistic way, the benefits generated will also beyond the more obvious socioeconomic benefits in the form of increased incomes and improved nutrition. By addressing working conditions and embracing decent employment, advancing gender equality and making efforts to empower fishers and fish workers to engage effectively in resource management, important dimensions of human well-being are addressed. Moreover, the CFI engagement with the private sector may lead to a new transformation of value chains with multiplier effects on local and national economies.

89. Failure to ensure recovery and sustainable use of coastal resources would have significant repercussions for the livelihoods of millions of fishers and other coastal dwellers. In addition, the conservation of marine biodiversity will also lead to socio-economic benefits in the long-term although these are much more difficult to assess. The benefits will be in terms of both use and non-use values, related to the increased health and potential for sustainable exploitation of the important natural resources contained in the ecosystems.

90. One of the key **global environmental benefits** derived by the CFI programme will primarily result from safeguarding of globally important coastal ecosystems (such as coral reefs, sea grass beds, mangroves) and, species and genetic diversities of coastal fisheries' resources. Currently at least 543 aquatic species of animals are under globally threatened list (IUCN Redlist) as a result primarily from fishing and harvesting of aquatic resources from marine neritic, marine intertidal and marine coastal/supratidal habitats. Through effective coastal fisheries management, the project will support conservation of many of such species and reduce direct threats to globally threatened species as well as on target and non-target species that are not currently under globally threatened species' list. As coastal fishery areas are often nurseries for deeper oceanic species that are also found in ABNJ, effective coastal fishery resources will also positive impacts on species that are found in large marine areas outside of EEZs. In many instances, poor health of coastal fishery has also been shown to be linked to increased pressures on biodiversity on land, thus the positive impacts on coastal fisheries through the CFI may also reduce threats on biodiversity on land. Some studies have suggested that marine primary producers (such as macroalgae) contribute at least 50 percent of the world's carbon fixation and 70 percent of the global carbon storage, thus effective coastal fisheries management will also greatly support greenhouse gas sequestration and thus provide additional global environmental benefits. Additionally, global benefits from this project will continue to accrue in the form of strengthened global knowledge and capacities to support effective coastal fisheries

[14] The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the Beijing Declaration and the Beijing Platform for Action (BPFA – 1995)

management amongst national, regional and global stakeholders and through the development of the tools and methodologies that can assist effective long term planning.

5. *Risks.* Indicate risks, including climate change risks, potential social and environmental future risks that might prevent the program objectives from being achieved, and if possible, propose measures that address these risks to be further developed during the program design:

91. Coastal fisheries exist in a broader economic, social and political context and development of the sector is interlinked with other sectors and with developments outside the sector itself. The success of CFI will therefore be based on a number of assumptions relating to potential risks and challenges to its success. Some of these include:

Risks	Rating	Risk mitigation measures
The great number and diversity of stakeholders constraints an efficient coordination and implementation of the program's activities.	M	The child project called "The CFI global partnership" includes the establishment of global networks and partnerships that will contribute to fostering collective and harmonized approaches and actions among all stakeholders. Within this project, the CFI Steering Committee and a Global Reference Group will be set up for the specific purpose of ensuring the efficient coordination of the program's different activities.
Political will to implement reforms and changes in coastal fisheries governance and management according to best practices identified by the CFI is not forthcoming or changes in decision makers or other events beyond the control of the program lead to changes in policies and/or support for project objectives and activities.	M	Program priorities are in line with what all stakeholders have agreed in international forums and are hence strongly anchored in existing policies. Through stakeholder participation in all phases of the project cycle, national and regional support has been secured already at the program identification stage and will be strengthened /broadened during preparation of the child projects and all along implementation.
There is insufficient capacity to support the Program's proposed transformational changes, particularly with regard to institutional and administrative support	M	The scope of the Program has been agreed with the relevant stakeholders and, by focusing on a selected number of issues in a limited number of locations, it should be possible to achieve results without putting undue pressure on the existing institutions. The program also builds on existing structures and processes to the extent possible. Some capacity building will also be available from the Program as required in the case of the countries in the CFI geographies.
Fishers and other private sector actors are reluctant to collaborate with the Program because of short-term financial interests.	M	By applying a participatory approach, demonstrating socioeconomic benefits, providing limited capacity building and addressing issues that are of concern to stakeholders, fishers and other private sector actors should gradually and actively support the activities. The Program will also engage with the seafood industry to ensure that the market issues are well understood and that proposed solutions are economically beneficial.
Poverty is not addressed at a macroeconomic level and options for alternative employment or livelihood diversification not are available as required to support transformational change.	M	The CFI's holistic approach will take into account opportunities for livelihood diversification and enhancement at the local level in order to facilitate the introduction of management measures in fisheries.
Linkages with market chains which are responsive to the demand for sustainably produced seafood cannot be identified and established.	L	There are already several opportunities in this respect identified and the programme will be able to provide grants to stimulate private sector investment through its Challenge Fund.
Governments and donor agencies will find it difficult to rationalize prioritization of the CFI in their programs and it will be a challenge to engage government entities and to leverage additional co-financing and future financing for coastal fisheries efforts.	L	The communication strategies and transparent dissemination of information will serve to raise awareness of the urgent need for improved management and governance of coastal fisheries.
The costs and benefits associated with	L	The program will work closely with stakeholders to ensure that costs and

improved coastal fisheries management cannot be distributed equitably sustainably among users and beneficiaries.		benefits are equitably distributed.
Adverse climate changes compromise the Program's achievements, particularly concerning the ecosystems and biodiversity.	L	Adequate monitoring mechanisms will be included in the program's M&E framework allowing for a close monitoring of the possible climate change impacts over time in relation to coastal fisheries.

6. Coordination. **Outline the institutional structure of the program including monitoring and evaluation coordination at the program level. Describe possible coordination with other relevant GEF-financed projects and other initiatives.**

92. The *Coastal Fisheries Initiative Global Partnership* child project will support the overall implementation and coordination of the CFI. and include a Programme Steering Committee (Programme SC), whose members will include FAO, UNDP, UNEP, WB, WWF, CI, the GEF Secretariat and other relevant partners and donors. The CFI Programme SC will be responsible for oversight of the CFI overall implementation and ensuring that the CFI incorporates the principles and strategies described in the CFI Strategic Framework document (see Annex 6). The Programme SC will meet at least once a year in person – and this will be linked to annual "learning workshop", where child projects will have opportunities to share lessons with each other. Such learning workshops will be held at different child project locations to ensure also field learning from each other. Further, at least one or more virtual steering committee meeting will be held each year as necessary.

93. FAO will also establish a Global Coordination Unit (GCU) to support the Programme SC, and to implement a number of actions such as described earlier under Component 3 of the PFD, including implementation of research activities to develop coastal fisheries performance indicators, the development and implementation of an appropriate monitoring and evaluation (M&E) system for the initiative and the development of a broader knowledge management (KM) strategy to ensure that learning from the CFI is documented and disseminated. The GCU will also be responsible for coordinating inputs and outputs across all the components of the CFI and the overall management of the initiative, and ensure that funding flows smoothly and in a timely fashion to the components.

94. A key mechanism for the CFI learning and outreach functions is the Global Reference Group (GRG) that will be established and whose members will consist of a range of representatives of agencies concerned with coastal fisheries worldwide, including regional organizations, CSOs and representatives of producer groups, private sector organizations involved in the fisheries value chain, initiatives and agencies involved in certification and fair trade, donors and investors concerned with the sector (philanthropic and finance institutions) and academia. Relevant experts, including currently GEF STAP members, will also be invited to join the GRG. It will also include representatives of the CFI child projects and their geographies. The GRG will provide an independent oversight and assist the Programme SC and GCU in effective CFI implementation and also act as a mechanism for broader sharing of experiences and best practices in support of Component 3. The GRG will be used to enhance the CFI profile and make it an international recognized initiative.

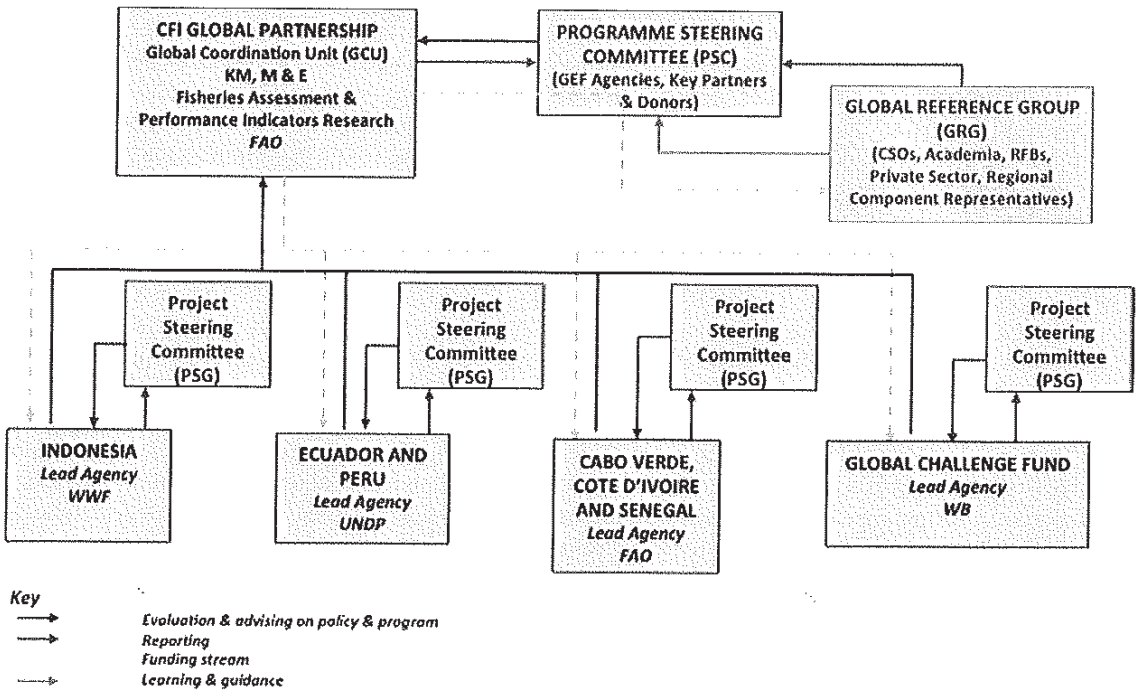
95. For the three child projects under the CFI in Indonesia, Cabo Verde, Côte d'Ivoire and Senegal, and Ecuador and Peru, project specific Project Steering Committees (Project PC) will be established ("Project Steering Committees"), which will be facilitated by WWF in Indonesia, FAO in Cabo Verde, Côte d'Ivoire and Senegal, and UNDP in Ecuador and Peru. These Project SCs will include all GEF Implementing Agencies involved in the specific child project, as well as representatives from the government recipient countries (from national level and local government, as relevant), CSOs, the private sector and representatives from community based organizations/ academia as appropriate. Strong coordination will also be ensured with ongoing LMEs that are relevant to the three child projects at the each project level.

96. The proposed institutional structure of the CFI Programme from global to child project level is presented below. Detailed ToRs for the Programme SC (and Project SCs), the GCU and the GRG and their compositions will be developed together with the final CFI institutional structure during full project development of the Global Partnership child project.

97. Monitoring and evaluation of the CFI programme will be guided by the GEF's Monitoring and Evaluation guidelines. The CFI results matrix in Annex 7 will form the basis of the overall monitoring and evaluation of the Programme. Detailed M&E for the overall programme will be presented through the Global Partnership Project (The Coastal Fisheries Initiative Global Partnership), which will form the common M&E framework for the overall programme. This will outline clear conceptual framework is necessary to produce consistent and objective, evidence-based analysis. The GCU will be in charge of preparing an M&E framework that will outline the timings, and issues to be covered for monitoring and evaluations through the Umbrella Project at the CFI Programme Level. An independent mid-term review of the program will be commissioned using experts from different disciplines and sectors, to assess progress towards achieving short-term outputs and longer term outcomes, followed by an independent Terminal Evaluation three months prior to end of the programme period.

98. Monitoring & Evaluation will be carried out at two levels:
    - Program level: Based on data from the individual projects (including activities under the Umbrella project), the GCU will synthesize, aggregate where possible, and report quarterly on program progress. Annual monitoring report will be prepared and shared with the SC, the GEF and other stakeholders. Proposed annual learning workshops will serve as additional medium to monitor and evaluate progress at both programme and project levels. M&E information will help to identify emerging good practices in projects and will be linked to the development of learning products. Program level M&E information, project level performance reports and program learning products, will be available on a common and easy-to-access portal. For the approaches and methodologies developed at the global level, peer reviews and evaluations will be encouraged to ensure that these are robust and appropriate for developing countries.

FIGURE 2: CFI INSTITUTIONAL STRUCTURE



- Project level. Each project will develop a detailed monitoring and evaluation system following its strategic results framework and monitoring plan based on a menu of standardized core indicators derived from the Program Result Framework. Outputs will be evaluated for the degree to which they are contributing to the expected outcomes and ultimately to the Program's goal. The GCU will assist project teams as needed to implement M&E arrangements. The projects will also provide quarterly and annual monitoring reports to the GCU in required formats, prepare and submit annual Project Implementation Reviews (PIR) to GEF, and will undergo independent midterm review and terminal evaluations. Detailed monitoring and evaluation design will be prepared during the full project development phase.
- The Challenge Fund. The Challenge Fund will have its own M&E system aimed at informing the strategic management of the Fund and reporting on performance to the GEF and other donors.
- The CFI will have strong coordination and lessons learning and sharing with GEF funded LME projects through a variety of approaches. Firstly, as the GEF Agencies for implementing these projects are involved in this CFI, coordination will happen partly through the global steering committee. When global, regional or national meetings and workshops are organized by either the global umbrella project or by each of the child projects, relevant projects/ initiatives will also be invited to attend these learning and sharing events as appropriate. At the national level, the relevant GEF OFPs will be encouraged to lead coordination with all relevant GEF projects through at least annual sharing meetings as well as each project planning at least annual sharing/ learning workshops with all relevant initiatives. The CFI will also ensure strong coordination, learning and sharing with other Integrated Approaches Pilots that are also being designed in GEF6.

7. *Knowledge Management.* **Outline the knowledge management approach for the program, including plans for the program to learn from other relevant initiatives, and to assess and document in a user-friendly form, and share these experiences and expertise with relevant stakeholders.**

99. Effective conversion of knowledge to relevant information (using knowledge from stakeholders that they generated through project implementation to document lessons learnt and best practices, and using data generated through use of tools and approaches), their management (through publications and maintenance of distribution list, publishing, databases and other information systems) and use (for capacity building, advocacy) are integral parts of this Initiative. The CFI will use exiting GEF platform such as IW-LEARN and will also utilize other GEF knowledge management approaches. Knowledge management will be closely linked to a common analytical framework that organizes and analyses the influences of differences in context amongst three child projects that are specific location based – that will build on the project's results framework.

100. CFI will develop a knowledge management strategy at the outset of the project, with participation of all CFI partners and building on strategic principles that have been presented in FAO Knowledge Strategy 2011 - which include (adapted) and GEF's KM strategy:

101. The purpose will include: "stimulating the generation, dissemination and application of information and knowledge, including statistics."

- The Knowledge Strategy will be conceptually rigorous but practical and results-based.
- It will both build upon successful techniques already being used and encourage innovation.
- FAO will play a key facilitation role in ensuring that the world's knowledge resources are available to those who need it, when they need it and in a format they can access and use.
- Technology as an important enabler but technology should be subordinate to policy, people and process considerations.
- Since certain technologies change over time, the Knowledge Strategy will strive to be "technology-neutral
- To promote continuous improvement, the processes for implementing the Knowledge Strategy are iterative, and every opportunity will be taken to learn from both successes and failures. The scope of support activities associated with the Knowledge Strategy may include coordination, provision of an enabling environment, specific services to technical programmes, and direct services to Member States

102. The knowledge strategy will also build on best practices that have been outlined in Knowledge Sharing Toolkit (http://www.kstoolkit.org/home). This will also assist each child project to develop their own knowledge management strategies and to ensure strong coherence and linkages between the child projects, and the child projects and the umbrella project.

103. The project will have strong south-south learning and will also use the Global Reference Group as one of its key approaches to knowledge management approaches by building on their knowledge and using them as peer reviewers and as disseminators of lessons learnt. The project will have strong south-south learning and will also use the Global Reference Group as one of its key approaches to knowledge management approaches by building on their knowledge and using them as peer reviewers and as disseminators of lessons learnt.

8. *National Priorities.* Is the program consistent with the National strategies and plans or reports and assessments under relevant conventions? (yes ☒ /no☐). If yes, which ones and how: NAPAs, NAPs, NBSAPs, ASGM NAPs, MIAs, NCs, TNAs, NCSA, NIPs, PRSPs, NPFE, BURs, etc.

104. The CFI is consistent with numerous international agreements that have been developed and adopted for achieving fishery sustainability or restoring overfished stocks, e.g., the United Nations Convention on the Law of the Sea (UNCLOS), the UN Fish Stocks Agreement, the CCRF and related instruments including the recently SSF Guidelines that complement the CCRF. The programme also reflects commitments that have been made to environmental, economic and social sustainability and to rebuilding overfished marine fisheries at several international meetings, including the 2002 World Summit on Sustainable Development, the 2010 10th Conference of Parties to the Convention on Biological Diversity, and the 2012 UN RIO+20 Conference.

105. CFI will work in close concert with national governments and has been developed in accordance with government priorities. CFI's activities are only being implemented where these are in harmony with national development priorities (see also Table 1). The building of national capacity to create a supportive and enabling environment for holistic coastal fisheries management and better governance of the sector is an important area of CFI's intervention. CFI will also work closely with regional organizations involved in managing fisheries in EEZs

and aim to strengthen their role, to fulfil that role effectively. This is will include working closely with RFBs and with existing LME projects, drawing on their experience and supporting them in fulfilling their mandates.

106. Table 1 below gives brief descriptions of relevant policy statements by the CFI countries. All countries have National Biodiversity Strategies and Action Plans (NBSAPs) and reports on these regularly. The year of NBSAP preparation of each country is also given in the table.

TABLE 1: NATIONAL PRIORITIES AND POLICIES – CFI COUNTRIES

CFI country	*Relevant policy framework*	*Year of NBSAP*
Cabo Verde	Cabo Verde has developed a Fisheries Policy Strategy paper and sustainable and integrated management of fishery resources in order to improve the levels of food security and living conditions of communities is one of the goals of Cabo Verde's Comprehensive Africa Agriculture Development Programme (CAADP) national agricultural investment plan (NAIP).	2009
Côte d'Ivoire	In Côte d'Ivoire, the Strategic Plan for Development of Fisheries and Aquaculture highlights three main areas of work: Sustainable and responsible management of aquatic resources Improving productivity and competitiveness of fisheries Enhancing capacity of fishery stakeholder.	2006
Ecuador	Boost productivity growth in fisheries by promoting the sustainable use of aquatic resources; Promote capacity building and knowledge exchange in the fisheries sector: Generate and develop research and technological innovation in the fisheries sector to mitigate the effects of climate change, improving systemic productivity, and facilitating technology transfer; and Promote sustainable practices and quality standards to ensure intergenerational sustainability of resources and quality of life	1998
Indonesia	Since the statement by the President of the Republic of Indonesia in the Plenary Session of the UN Conference on Sustainable Development in Rio de Janeiro, 2012, Indonesia established a policy based on the principles of Blue Economy. According to the government, this aims to promote integrated ocean governance that meets the need of the present without compromising the ability of future generations to meet their needs by balancing economic growth, social equity, and environmental protection.	2004
Peru	Overall objective: The conservation of biodiversity, sustainable use of its components, fair and equitable sharing of the benefits arising from their use, adequate access to those resources, appropriate transfer of pertinent technologies, taking into account the rights to those resources and technologies, as well as appropriate financing. 8 specific strategy lines: • The conservation of biodiversity in Peru; • Integrating sustainable use of biodiversity into the management of natural resources; • Establishing special measures for the conservation and restoration of biodiversity faced with external processes; • Promoting participation and engagement from the Peruvian society in the conservation of biodiversity; • Improving knowledge of biodiversity; • Perfecting the instruments needed for management of biodiversity; • Enhancing Peru's image at the international level; and • Implementing immediate actions.	2001
Senegal	Senegal is supported by FAO to carry out a revision of its sector policy. A task force has been established for this and a number of stakeholder consultations have been carried out to identify main issues to be addressed. The "Plan Sénégal Emergent, 2014" identified the following priorities and prerequisites: Sustainable management of fisheries resources and marine habitats restoration through the development and implementation of fisheries management plans, promotion of co-	1998

	management. Increasing value addition through establishment of integrated clusters for industrial and artisanal processing and reduction of post-harvest losses.	

9. *Child Selection Criteria.* Outline the criteria used or to be used for child project selection and the contribution of each child projects to program impact.

107. The CFI geographical focus will be: Indonesia; Cabo Verde, Côte d'Ivoire and Senegal; and Ecuador and Peru. The process of identifying these geographies has taken the following criteria into account:

- **The existence of appropriate enabling conditions**: The initiative will be working on establishing what key enabling conditions need to be in place to enable coastal fisheries management, but regions and countries will be selected where, either because of existing initiatives, government commitment or local institutional arrangements, there is an opportunity for the initiative to assist in creating an appropriately enabling environment for innovation in fisheries management within the timeframe of the initiative;
- **The potential for attracting further investment, whether public and private:** The opportunities for attracting or leveraging additional investment in the area will be considered, based on both on-going initiatives and interest expressed by potential partners;
- **Areas with a significant fishing foot print:** Pilot activities will be focused on countries (and regions) where fisheries represents a significant activity in terms of levels of dependence on fisheries among the population, the role of fisheries in ensuring food security, nutrition and livelihoods, and the contribution of fisheries to the local economy;
- **Areas where CFI's interventions can generate significant Global Environmental Benefits:** CFI will seek to work where there is a clear opportunity of generating significant Global Environmental Benefits within the timeframe envisaged for the initiative; in particular the child projects should be able to directly contribute to the CFI's articulated results within the time frame of the CFI.
- **Areas where there is demand for improvements in fisheries management and governance:** CFI will seek to work where there is clear demand among key institutions and stakeholders for interventions to improve coastal fisheries management and governance and the appropriate aptitudes and expectations of local stakeholders are high;
- **Seek to balance relatively short-term opportunities for success and challenges requiring innovative approaches and new ways of working;** CFI will seek to work in areas where it can identify both opportunities for short-term success (clear demand-driven interventions which already have significant support and enabling circumstances in place) and more challenging issues that are likely to require the introduction of innovative approaches, new institutional arrangements and work on the enabling environment;
- **Opportunities to build on, and add value to, existing initiatives**: CFI will seek to build on existing initiatives and support them in scaling up existing interventions, replicating best practice where appropriate, and innovating through integration of other approaches into their work ;
- **Seek to balance tangible results within a short timeframe and longer term objectives**: CFI will aim to generate both relatively short-term outcomes which can be achieved within a 5-year initial timeframe and objectives that are likely to see results over the longer-timeframe envisaged for the initiative;
- **Seek out opportunities for unique added value by partners**: CFI will seek to identify opportunities where partners involved in the initiative can bring unique added value to the process;
- **Seek out opportunities for innovation in terms of GEF's normal interventions**: The CFI will actively seek to go beyond the type of intervention which GEF is normally engaged in and look for opportunities to "push the envelope". This could involve innovative arrangements to implementation or new sets of relationships with partners and stakeholders.

108. The impact of the regional child projects will be realized at the national level – through results created locally – and at the programme level by generation of best practices that are valuable at the global level. These contributions are described in Box 5 (CFI project summaries) and also in the Results Matrix (Annex 7) where child project outcomes are mapped against programme level outputs.

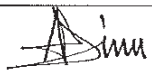
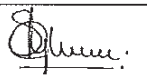
PART III: APPROVAL/ENDORSEMENT BY GEF OPERATIONAL FOCAL POINT(S) AND GEF AGENCY(IES)

A. RECORD OF ENDORSEMENT OF GEF OPERATIONAL FOCAL POINT (S) ON BEHALF OF THE GOVERNMENT(S): (Please attach the Operational Focal Point endorsement letter with this template).

NAME	POSITION	MINISTRY	DATE *(MM/dd/yyyy)*
Ms. Tuti Hendrawati Mintarsih	Operational Focal Point, Senior Advisor to the Minister on Law and Institutional Relations	Ministry of Environment Indonesia	03/17/2015
Ms. Lorena Tapia Núñez	Operational Focal Point, Minister of Environment	Ministry of Environment, Ecuador	03/11/2015
Mr. José Antonio González Norris	Operational Focal Point	Ministry of Environment, Peru	03/12/2015
Mr. Moisés Espirito Santo Borges	Operational Focal Point, National Director of Environment	Ministry of Environment, Cabo Verde	03/23/2015
Mr. Kone Bakayoko Alimata	Operational Focal Point, Permanent Secretary	Ministère auprès du Premier Ministre charge de l'économie et des finances, Cote d'Ivoire	03/23/2015

B. GEF AGENCY(IES) CERTIFICATION

This request has been prepared in accordance with GEF policies[15] and procedures and meets the GEF criteria for program identification and preparation.

Agency Coordinator, Agency name	Signature	DATE *(mm/dd/yyyy)*	Program Person	Telephone	Email Address
Adriana Dinu UNDP-GEF Executive Coordinator			Jose Vicente Troya, UNDP-GEF RTA	507-302-4636	jose.troya@undp.org
Herve Lefeuvre, World Wildlife Fund, Inc.		03/12/2015	Herve Lefeuvre	202-495-4442	herve.lefeuvre@wwfus.org
Gustavo Merino Director Investment Centre Division Technical Cooperation Department FAO		28/04/2015	Jeremy Turner, Fisheries Department, FAO	+399657055680	TCI-Director@fao.org Jeremy.turner@fao.org
Ms. Karin Shepardson GEF Executive Coordinator World Bank		03/25/2015		+ 1 202 623 2158	kshepardson@worldbank.org
Ms. Brennan VanDyke Director, GEF Coordination Office, UNEP		03/13/2015	Isabelle Van der Beck	+1-202-974-1314	isabelle.vanderbeck@unep.org
Ms. Lilian Spijkerman Vice President Global Public Partnerships CI		03/27/2015	Orissa Samaroo	+ 703 341 2552	lspijkerman@conservation.org osamaroo@conservation.org

C. Additional GEF Project Agency Certification *(Applicable Only to newly accredited GEF Project Agencies)*

For newly accredited GEF Project Agencies, please download and fill up the required **GEF Project Agency Certification of Ceiling Information Template** to be attached as an annex to the PFD.

[15] GEF policies encompass all GEF managed trust funds, namely: GEFTF, LDCF, and SCCF

ANNEX A

LIST OF CHILD PROJECTS UNDER THE PROGRAM FRAMEWORK

Child Projects under the Program							
Country	**Project Title**	**GEF Agency**	**GEF Amount**			**GEF Agency Fees**	**Total ($)**
			IW	**BD**	**total**		
Ecuador, Peru	1. Coastal Fisheries Initiative – Latin America	UNDP	6,330,275	458,716	6,788,991	611,009	7,400,000
Cabo Verde, Côte d'Ivoire, Senegal	2. Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation	FAO	6,030,275	302,752	6,333,028	569,972	6,903,000
Cabo Verde, Côte d'Ivoire, Senegal	2. Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation	UNEP	300,000	-	300,000	27,000	327,000
Indonesia	3. Eco-system Approach to Fisheries Management (EAFM) in Eastern Indonesia (Fisheries Management Area (FMA) – 715, 717 & 718)	WWF	4,036,697	3,669,725	7,706,422	693,578	8,400,000
Indonesia	3. Eco-system Approach to Fisheries Management (EAFM) in Eastern Indonesia (Fisheries Management Area (FMA) – 715, 717 & 718)	CI		2,752,294	2,752,294	247,706	3,000,000
Global	4. Coastal Fisheries Initiative (CFI): Challenge Fund (CF	World Bank	8,073,394	-	8,073,394	726,606	8,800,000
Global	5. The Coastal Fisheries Initiative Global Partnership	FAO	2,752,294	-	2,752,294	247,706	3,000,000
	Total		27,522,936	7,183,486	34,706,422	3,123,578	37,830,000

a/ Total amount of child project concepts should equal the GEF program financing requested and consistent with Tables A, B and D.

LIST OF ADDITIONAL ANNEXES

Annex No	
1	Coastal Fisheries Initiative – Latin America
2	Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation
3	Eco-system Approach to Fisheries Management (EAFM) in Eastern Indonesia (Fisheries Management Area (FMA) – 715, 717 & 718)
4	Coastal Fisheries Initiative (CFI): Challenge Fund (CF
5	The Coastal Fisheries Initiative Global Partnership
6	Strategic Framework (document without annexes)
7	CFI Results Matrix