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Coastal Fisheries Initiative

Promoting sustainable
fisheries in coastal areas

COASTAL FISHERIES INITIATIVE GLOBAL PARTNERSHIP PROJECT

Report on the Global Exchange Visit in Tumbes, Peru

29 November – 2 December 2022



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LIST OF ABBREVIATIONS

CF	Challenge Fund
CFI	Coastal Fisheries Initiative
CI	Conservation International
CONMANOPE	<i>Consortio los Manglares del Noroeste del Perú</i> (Mangrove Consortium of Northeastern Peru)
DIREPRO	Regional Directorate of Production (Regional Representation of the Ministry of Production, responsible for fisheries and aquaculture policy in Peru)
EAF	Ecosystem Approach to Fisheries
FAO	Food and Agriculture Organization of the United Nations
FPAT	Fisheries Performance Assessment Toolkit
GEF	Global Environment Facility
GKP	Global Knowledge Products
GPP	Global Partnership Project
MMAF	Ministry of Marine Affairs and Fisheries, Government of Indonesia
SERNANP	<i>Servicio Nacional de Areas Naturales Protegidas por el Estado</i> (National Service for State Protected Natural Areas)
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNICA	<i>Unión de Crédito e Ahorro</i> (Credit and Savings Union)
WWF	World-Wide Fund for Nature

1. CONTEXT AND BACKGROUND

A key part of the rationale behind the development of the Coastal Fisheries Initiative (CFI) was to create a mechanism that would facilitate the exchange of global experience and learning about the challenges facing coastal fisheries and approaches to addressing those challenges. The management and capitalization of knowledge and learning within the Initiative represents one of the primary objectives of the CFI Programme. During the design of the Programme, the partners and governments agreed on the importance of using the Initiative as a mechanism to enable fisheries stakeholders from various parts of the world to interact, learn from each other's experience and seek out common issues and approaches.

In practice, the CFI Global Partnership Project (CFI-GPP), as the component of the Programme responsible for coordination, knowledge management and communication, has planned and implemented a series of events where CFI partners have been able to share their views and knowledge. These partners include women and men from fishing communities, fisheries entrepreneurs, fish processors and traders, government officials from the six CFI partner countries (Cabo Verde, Côte d'Ivoire, Ecuador, Indonesia, Peru, Senegal), NGO professionals and fisheries experts. The COVID-19 pandemic from early 2020 to mid-2022 has clearly limited the extent to which these events have been possible in person, but virtual meetings, webinars (CFI Talks) and discussions have become a regular feature of the CFI and are helping to draw participants, partners, and stakeholders into a growing global community of practice.

With the easing of restrictions on travel and the reduction in the risks associated with the pandemic in mid-2022, it became possible to plan for in-person visits once again. The funder of the CFI, the Global Environment Facility (GEF) and the CFI partners reiterated their request for the CFI-GPP to organize an exchange visit to bring together not just the implementing agencies from the six beneficiary countries but also the national authorities and fishing community members who have been involved in CFI activities in the field.

With this in mind, the CFI-GPP organized a global exchange visit to Tumbes, Peru, from 29 November to 2 December 2022. Peru was selected as a destination because CFI Latin America, which started its operations in 2017 before any of the other CFI Child Projects, was closing in October 2022 and the visit would therefore represent a final opportunity to engage with the partners and stakeholders from Ecuador and Peru. An earlier field trip by CFI-GPP consultants to Ecuador and Peru in August 2022 helped to consolidate learning from the project and ensure that contact and communications would continue beyond the closure of CFI Latin America. During this trip, appropriate venues and field sites for the exchange visit were identified in the town of Tumbes in northern Peru. CFI Latin America has supported an innovative governance arrangement for the Tumbes National Mangrove Sanctuary, which is now being co-managed under contract by the Northeast Peru Mangroves Consortium, made up of crab and shellfish harvester associations whose livelihoods depend on the mangrove species.

After consultation with the UNDP team that leads CFI Latin America as well as the Consortium members, it was determined that a visit to this area would be feasible, that appropriate accommodation was available and that a combination of workshops and field visits would make Tumbes an effective destination.

The visit was implemented according to the agreed agenda with 61 participants (38 percent of them women) from the six CFI countries. No significant incidents were encountered during the workshops and field visits apart from the fact that seven participants from West Africa were unable to reach Tumbes due to visa formalities.

In planning the exchange visit, emphasis was placed on creating opportunities for interaction between participants from the different countries as this represented the ‘added value’ of organizing an in-person visit of this sort. While, in the event, travel difficulties meant that participation by fishing community members was limited to those from Peru and Ecuador, one from Indonesia and two from Cabo Verde, the format agreed upon initially proved to be effective in encouraging discussion and interactions between participants. Fortunately, the project coordinators and national authorities from all countries attended.

The first and fourth days of the exchange visit were devoted to a workshop format held in the Hotel Costa del Sol Wyndham in Tumbes, while the second and third days were devoted to field visits organized by the Consortium that manages the Tumbes National Mangrove Sanctuary.

2. OBJECTIVES, APPROACH AND OVERVIEW

The main objective of the global exchange visit aimed to foster experience and knowledge sharing on CFI best practices at country, regional and global levels in pursuit of the Initiative’s objective of developing more holistic processes and integrated approaches through South/South learning exchange and ensuring sustainable coastal fisheries management within the six CFI beneficiary countries and its three regions.

More specifically, the visit intended to: i) share and discuss experiences, success stories and lessons learned from the CFI Child Projects; ii) capture new information and identify synergies and cross-collaboration opportunities; iii) identify and design communication and knowledge management exit strategies after the end of CFI Latin America and the other CFI Child Projects; and iv) disseminate knowledge products developed by Child Projects on the four selected key thematic areas: the Ecosystem Approach to Fisheries (EAF), private sector engagement, sustainable mangrove management, and empowering women in fisheries value chains.

The methodology consisted of four days of discussion and field visits to meet with fishing communities in the Tumbes National Mangrove Sanctuary, one CFI Latin America’s pilot sites. The main activities included: a) guided observation tours in the Sanctuary; b) technical sessions on mangrove co-management with members of community organizations, local fisheries authorities, local/regional representatives of the Ministries in charge of the environment and fisheries, and representatives of fisher associations, among others; and d) documentation through photos, videos, and notes for the development of communication and knowledge products.

The table below provides an overview of the four-day program:

<i>Sessions</i>	Day 1 29 November	Day 2 30 November	Day 3 1 December	Day 4 2 December
Morning	Opening presentations of positive experiences from: <ul style="list-style-type: none"> • CFI West Africa (Côte d’Ivoire & Senegal) • CFI Challenge Fund (Cabo 	Field visit to the ‘José Mendoza’ processing plant and the Tumbes Mangrove Sanctuary hosted by the Consortium	Field visit to Incabiotec to see work on culture of local mangrove fish & shellfish species Visit to Puerto Pizarro fish landing centre & explanation by	Presentation on Fisheries Performance Assessment Toolkit (FPAT) Presentation of key positive experiences from: <ul style="list-style-type: none"> • CFI West Africa (Cabo Verde)

	Verde, Ecuador, Indonesia).		DIREPRO of digital data collection	<ul style="list-style-type: none"> CFI Latin America (Ecuador) Presentation on UNICA savings & credit unions
<i>Afternoon</i>	Presentations of positive experiences from: <ul style="list-style-type: none"> CFI Indonesia CFI Latin America (Peru) 	Demonstration of local culinary specialties using mangrove seafood products hosted by members of ACEDOSOM & the ACP 'El Bendito' associations	Field visit to selected sites in the Tumbes National Mangrove Sanctuary.	Participant group work on key learning from CFI & the Global Exchange Visit on: <ul style="list-style-type: none"> Co-management of fisheries & mangroves Livelihood enhancement & diversification Establishing incentives for sustainable fishing. Identification of topics for future knowledge exchange & learning across CFI countries

A detailed agenda for the Global Exchange Visit is attached in Annex 1.

3. PARTICIPANTS

Altogether, 61 participants took part in the global exchange visit: four from CFI West Africa (Cabo Verde, Côte d'Ivoire, Senegal), seven from CFI Challenge Fund (Cabo Verde, Ecuador, Indonesia), five from CFI Indonesia, six from CFI-GPP (Italy), 36 from CFI Latin America (Ecuador, Peru), three from FAO Peru. The numbers of participants from the six CFI countries, including fisheries stakeholders, are shown in Table 1 below, while a full participants list is attached in Annex 2.

Despite the difficulties experienced by some participants in reaching Tumbes, participation in the event was good. Several fishers and seafood processors from West Africa who were not able to reach Peru contributed to the proceedings virtually. It is also worth mentioning that at least 15 participants from CFI West Africa attended via Zoom.

The organization of travel from the widely dispersed locations where the CFI is being implemented proved challenging, particularly for participants from CFI West Africa. Participants from Cabo Verde were unable to obtain the necessary travel documents while seven participants from Côte d'Ivoire and Senegal, including several fishers and fish workers, were prevented from travelling due to miscommunications regarding transit requirements between the airline and the authorities (embassies). This experience, despite the early start of preparations for travel by these participants, and the thorough identification of travel requirements showed just how challenging international travel has become and has generated some important logistical lessons that will be enlarged upon below.



In spite of these setbacks, 61 participants from Cabo Verde, Côte d’Ivoire, Ecuador, Indonesia, Senegal, and Peru, representing groups that had been involved in CFI activities, assembled in Tumbes on 29 November 2022. They were joined by further local participants over the course of the four days of the exchange visit. This report provides an account of how the exchange visit proceeded and some of the key lessons that were generated during its implementation.

From Ecuador and Peru, travel arrangements were obviously easier to organize, and three fishing community participants were able to participate from both these Latin American countries.

Table 1: List of participants per country

Country		Participants
Cabo Verde		3
Côte d’Ivoire		1
Ecuador		8
Indonesia		7
Italy		5
Perú	Lima 9	34
	Piura 5	
	Tumbes 20	
Senegal		1
USA		1
Sweden		1
Total		61

4. GLOBAL EXCHANGE VISIT IMPLEMENTATION

The global exchange visit was implemented according to the agenda attached as Annex 1. Its organization was facilitated through an UN-to-UN agreement with the UNDP office in Peru and this proved to be an excellent solution that allowed the CFI team from UNDP to take the lead in planning and organizing the visit in close collaboration with the CFI Global Partnership Project team in Rome. Apart from the travel issues regarding some of the participants from West Africa noted in the section above, the implementation went extremely smoothly, and no significant issues arose regarding logistics, accommodation, field visits or meetings.

The organization of the event by UNDP Peru was impeccable and their collaboration with the Northeast Peru Mangroves Consortium, which manages the Tumbes National Mangrove Sanctuary was extremely effective. The Consortium took responsibility for the organization of many of the local logistical issues in Tumbes and set up the field visits on Days 2 and 3, which proved to be interesting, well-organized, and relevant for the participants.

The exchange visit was held over four days and included field trips on Days 2 and 3. Days 1 and 4 were spent in workshop sessions. Participants presented their work and experiences, discussed good practices and lessons learned, and identified next critical activities by the CFI and linkages between the different CFI Child Projects that could be capitalized on further.

The field visit on Day 2 was to the José Mendoza processing plant, run by a cooperative working with the Consortium. This was followed by a guided tour of the Tumbes Mangrove National Sanctuary and a visit to a restaurant run by the Consortium with a demonstration of the preparation of local seafood dishes.

On Day 3 the field visit was to Incabiotec, a biotechnology company for sustainable development that helps repopulate depleted mangrove species – such as the black ark clams on which local livelihoods depend – in a participatory way with local communities and with the Consortium. The Puerto Pizarro landing site and some other attractions of the Sanctuary were also visited.

4.1. Presentation of activities on Day 1 (29 November)

On Day 1, participants from the different CFI Child Projects were given the opportunity to reflect on key positive experiences from the implementation of the project to date and present these to other CFI participants. During the presentations, participants were asked to reflect on how their activities had contributed to more sustainable fisheries. The original intention had been for these presentations to be primarily made by local community members from each Child Project, however the travel difficulties of some of these participants meant that presentations were made mostly by CFI project staff and partners. Where possible, community participants contributed via remote connection from their locations. These presentations emphasized the range of activities undertaken by the CFI Child Projects in the field and the key areas they focus on.

4.1.1. Key points from the opening remarks

Ms Fatou Sock, FAO Coordinator of CFI-GPP and CFI West Africa and CFI Chief Technical Advisor, opened the proceedings by thanking all participants for the significant efforts made by each CFI Child Projects to participate in the global exchange visit. She particularly thanked the CFI Latin America team at UNDP for their excellent cooperation in setting up this knowledge sharing event and providing their support for the logistical arrangements, accommodation, and field

visits. She encouraged all participants to take advantage of this unique opportunity to visit coastal fishers and fish workers in another part of the world, learn from their experience and tell them about their own efforts to improve the lives of their families and communities.

Mr Sergio Sandoval, Regional Director of Production at the Tumbes Regional Government, welcomed participants and expressed his thanks to CFI for deciding to organize the exchange visit in Tumbes. He provided a brief overview of the region and the key activities in the area. He also mentioned how proud everyone in

the region was to be able to host an international meeting of this type. He hoped that all participants would enjoy their stay and looked forward to the knowledge and experience sharing that the exchange visit was intended to foster.

The agenda for the exchange visit was presented, followed by an icebreaker facilitated by Mr Jimmy Kalther (CFI Indonesia Project Manager) and his team.



4.1.2. Presentation of positive experiences from CFI Child Projects

The proceedings continued with Ms Sock providing a brief overview of the CFI Child Projects. After this, the four Child Project groups were asked to develop a presentation of what they viewed as the key positive experiences that they had had during their work with the CFI so far. After allowing the groups time to prepare these presentations, each in turn took the floor over the course of the rest of the day, with time for questions and answers at the end of each presentation.

4.1.3. Plenary discussion of experience review

The plenary discussion at the end of these presentations highlighted the diversity of experiences mentioned across the different projects and the fact that, while some of the issues faced by coastal fisheries are quite similar, there are significant differences across the CFI geographies. In addition, when addressing these issues, there are many solutions and approaches which could be adapted and/or scaled up depending on national contexts. Several common themes were clear in the Child Projects' presentations, notably:

- The importance of participatory and inclusive approaches in all the work conducted by CFI.
- The particular focus on empowering women and their important roles in fisheries value chains that characterized most of CFI's activities in the field.

- The importance of working at several levels (policy, local government, fishing communities and different stakeholder groups) and across a range of institutions and organizations to implement CFI activities and ensure future sustainability.

After this discussion, participants were briefed on the arrangements for the field visits to be conducted over the next two days in the Tumbes area. Participants were then invited to participate in a social event and dinner organized at a local restaurant that evening.



4.1.4. Social event

The social event was held at a characteristic restaurant in Tumbes, Eduardo El Brujo, where participants tasted local dishes while being entertained by an exhibition of traditional Peruvian music and dance by a local dance troupe.

4.2. Field visits and CFI Latin America experience demonstration (Days 2 and 3: 30 November and 1 December)

Days 2 and 3 were occupied by field visits organized by the Consortium of resource user associations that has been collaborating with CFI Latin America in establishing innovative arrangements for the co-management of the Tumbes National Mangrove Sanctuary. A full agenda for the field visit program is provided in Annex 1 below.

The field visits exposed the participants to a fascinating array of different activities. On the first day of field trips, these ranged from a fish processing plant run by a local fishery cooperative, a guided tour of the Sanctuary, and a visit to a sustainable seafood restaurant run by Consortium members with a demonstration of how to make traditional seafood dishes based on mangrove crabs and shellfish.





On the second day, participants had the chance to visit the Incabiotec laboratory, where participatory research is being conducted with support from CFI Latin America to repopulate local mangrove species of mollusks and shellfish.

The day also included a visit to a fish market at Puerto Pizarro where CFI has provided technical assistance in setting up a new system



for handling data on fish landings, and to an information centre about the Sanctuary, which had detailed exhibits on the mangrove ecosystem and its biodiversity.

The field visits were widely appreciated and stimulated a series of interesting interactions between participants from other CFI geographies and local fishers, fish processors, officials, and researchers.

4.3. Presentation of activities on Day 4 (2 December)

On Day 4, participants returned to the workshop setting in Tumbes to share their experience on fisheries and mangroves management, including value chains activities. They developed ideas on collaboration between the different CFI countries over the remaining period of the Initiative and hopefully into the future beyond its end. To stimulate participants' thinking, a series of short interventions on specific thematic areas were provided by resource persons from CFI and its partner organizations.



4.3.1. FPAT presentation

FAO Senior Fishery Officer Nicolas Gutierrez gave a brief review of the Fisheries Performance Assessment Toolkit (FPAT) that has been developed by FAO in collaboration with the University of Washington and applied as part of CFI activities. The importance of the FPAT in providing a widely applicable means of comparing the performance of fisheries in different settings was emphasized. The FPAT is an assessment of the ecological, economic, and social performance of fisheries that combines two well-established tools: a triple-bottom-line rapid assessment known as the Fisheries Performance Indicators (FPIs) and a biological and economic risk assessment known as Method Evaluation and Risk Assessment (MERA).



4.3.2. Group session on key thematic areas

The FPAT presentation was followed by the completion of some of the Child Project presentations not covered on Day 1, after which participants were divided into country groups and asked to reflect on three different areas that had emerged from Day 1 presentations as particular areas of concern:

- (i) Co-management of fisheries and mangroves;
- (ii) Livelihood enhancement and diversification;

- (iii) Establishing incentives for sustainable fisheries, thinking of their experiences in the CFI and what they had seen over their days in Tumbes.

Specifically, they were asked to answer the following questions:

1. What new things have you learnt about co-management / livelihoods enhancement and diversification / establishing incentives?
2. What factors do you think are important for co-management / livelihoods enhancement and diversification / establishing incentives?
3. What events, arrangements or concrete actions should the CFI organize over the next year to help you exchange experience and build collaboration on co-management / livelihoods enhancement and diversification / establishing incentives?



This task generated a rich discussion and a series of presentations by the groups that provided the CFI-GPP with important indications regarding priorities and areas of focus for the future for the Initiative. The group work outputs on the key thematic areas are provided in Annex 3.

4.3.2.1. Co-management of fisheries and mangroves

Some of the key learning that participants identified from the exchange visits included co-management of fisheries and mangroves. This thematic area was highlighted as a key element in the implementation of the EAF, which had already been identified as a focus area for the CFI Global Knowledge Products (GKPs) through which key learning and experience will be distilled and disseminated. It was noted that many of the central elements in co-management that CFI has been working on were similar, whether dealing with fisheries or mangroves. Therefore, it was suggested that co-management of both fisheries and mangroves could be discussed together and eventually incorporated into a single GKP as part of EAF implementation at the field level.

During the discussion of co-management, the following points were raised by participants:

- The importance of involvement of communities and resource-users as equal partners in the co-management process.
- The importance of a wide range of participation – resource-users, authorities, NGOs, academia, private business.
- Clarity in the establishment of rules and regulations governing resource use.
- Contracts that clearly establish the relative responsibilities of different parties and represent ‘participation in practice’ – the transfer of responsibility to new decision-making bodies.

4.3.2.2. Livelihood enhancement and diversification

With reference to another key thematic areas being addressed by the CFI Global Knowledge Products, women in fisheries value chains, a particular focus was suggested on livelihood enhancement and diversification as this element in women’s activities in fisheries value chains had been highlighted by many participants as of particular importance.

To encourage more sustainable fisheries, capacity among women involved in fisheries value chains to establish ‘alternative’ forms of livelihood activity and income-generating activities has frequently been identified as critical. By adopting new techniques for adding value to fisheries products, and by diversifying economic activities outside the fisheries sector, women can play a critical role in relieving pressure on fisheries resources while at the same time stimulating economic growth in their communities.

This discussion of livelihood enhancement and diversification also highlighted how the process is intimately connected with the investment package and business case approach deployed by the CFI Challenge Fund. Elements of this approach will be explained in more detail as a separate CFI Global Knowledge Product to be developed based on the experience of the CFI Challenge Fund and the Global Knowledge Competition led by the World Bank.

Discussions of this set of issues highlighted the following key points:

- The full involvement of women in decisions about new businesses, the management of those businesses and the use of resources.
- The establishment of appropriate mechanisms that link sustainable resource use with new economic activities (such as the seafood processing cooperative linked to the co-management of the Tumbes National Mangrove Sanctuary).
- Access to financing is repeatedly raised as a key issue. Schemes such as the community-based Credit and Savings Unions (UNICAs, in their Spanish acronym) in Peru have proven successful, but other mechanisms to access finance and investment need to be identified and explored.
- Technology and innovation, and therefore links with academia and research institutes, have a key role to play.
- Mechanisms for knowledge transfer, constant learning and reflection are particularly important.
- Market demand for products should be the starting point for developing livelihood enhancement and diversification. Whatever is being produced needs to have a market if it is to contribute to people’s livelihoods while also driving sustainable resource use.

4.3.2.3. Establishing incentives for sustainable fisheries

The discussion of key thematic areas then shifted to the processes undertaken by the CFI Child Projects to establish effective incentives for more sustainable fisheries. This has taken several forms under CFI, including work on mechanisms for traceability and certification of origin for fish products in Ecuador, Indonesia and Peru, and work on establishing labels for seafood products from sustainably caught fish (such as the Sasi brand in Indonesia or Fair-Trade certified tuna from the Manta pole-&-line fishery in Ecuador).

The importance of dealing with the wider context to encourage sustainable behavior was also highlighted, including improving access by fishers and fish workers to sources of investment to diversify their activities, and encouragement of means of off-setting potential short-term negative impacts from fisheries management measures.

Some of the key points discussed included:

- Certification, whether of origin, social responsibility or environmental responsibility, and accompanying mechanisms for traceability, can provide an important incentive structure for more responsible fishing activities (provided they can generate price premiums for certified produce). Exchange of experience and approaches to establishing these mechanisms is valuable.
- Discussions of incentives sometimes seem to focus on incentives provided (particularly by government) to beneficiaries as a means of encouraging them to change their behavior. While this may have a role in some situations it is less sustainable than people's inbuilt motivations for doing something – i.e., belief in the importance of sustainable behavior, or economic profit through market mechanisms. In developing livelihood enhancement and diversification this difference should be kept in mind.
- It is important to recognize that adopting more sustainable behavior can have negative impacts on livelihoods, at least in the short-term. Losses due to changes in fishing behavior or protection of fishing grounds need to be compensated in some way, either through developing new skills and livelihood opportunities, capacity development or opening up new markets for local goods and products.
- Better access to finance can also act as an incentive for adopting more sustainable fishing behavior. This can take many forms ranging from UNICA-type mechanisms that mobilize local resources, to linkages to external bank credit or finance mechanisms that can bring in new resources (including 'impact', 'green' and 'blue' investments looking for environmentally and socially responsible investments).

4.3.2.4. Group session on future CFI exchange activities

In terms of future exchange activities in 2023 and 2024, several areas of focus were identified:

- Engagement across all the CFI Child Projects and countries in wider discussions and dissemination of key learning on fisheries and mangrove co-management (in particular, through the Global Mangrove Alliance).
- Wider discussions and exchanges about different finance models, in particular the UNICA experience in Peru.

- Exchanges of experience and learning on traceability mechanisms and their associated technology, and on certification arrangements, drawing on experience in Latin America and Indonesia.
- Learning and exchange on different fish processing techniques and approaches.
- Learning and exchange on the establishment of traceability and certification mechanisms, including technology and applications.

Annex 4 provides detailed information regarding possible cross-collaboration activities identified by the participants during the group sessions.

5. KEY LESSONS LEARNED

The combination of workshop activities and field visits proved effective in stimulating discussion while at the same time providing CFI staff, partners, and beneficiaries with exposure to new experiences and practices.

The discussions held in a workshop setting during the first and last days of the exchange visit also provided important inputs into follow-up work by the CFI. Some key points made include:

5.1. Co-management of fisheries and mangroves

Co-management arrangements will inevitably vary from country to country reflecting the particular social, cultural, institutional, and political setting within which they are developed. This is illustrated by the experience in Tumbes, Peru where formal contracts between the government and the Consortium were facilitated by a particular context which encourages participation and devolution of decision-making to local resource users. In eastern Indonesia, specifically in Wondama Bay in the Cendrawasih Bay area of West Papua, the Sasi system, a set of traditional rules and practices for sustainable resource use has been adapted to become the basis for a different form of co-management arrangement. Both examples may have certain common features but are born of quite different settings and have quite different attributes.

- In discussions of the experience in Ecuador and Peru regarding co-management of fisheries, the importance of engaging with the full range of stakeholders was emphasized repeatedly. Clearly, as shown by the timelines of successful co-management initiatives in Latin America, this requires time and an adaptive approach, but it is essential in order to achieve the level of participation now seen, for example, in Tumbes, where the signing of a contract between the Government of Peru and the Consortium exemplifies a participatory process that led to a significant transfer of responsibility from government agencies to local communities, which have a vested interest in maintaining the health of the mangrove ecosystem on which their livelihoods depend.
- The importance of broadening the coalitions involved in promoting and supporting sustainable fisheries was also emphasized. In Tumbes the Consortium, made up of several local fisher associations, is working closely with authorities, businesses, and researchers such as those at Incabiotec, a biotechnology company for sustainable development, who have implemented techniques to repopulate key mangrove species such as black ark clams (*Anadara tuberculosa*). The World Bank-led CFI Challenge Fund has also promoted the

formation of broad coalitions that bring together resource users, operators in the fisheries value chain (such as processors and fish dealers) and buyers and consumers such as restaurateurs and hoteliers, to create greater pressure for responsible fishing and fish handling practices. As part of the Global Knowledge Competition, such coalitions received CFI Challenge Fund support to develop proposals for solutions to overfishing.

- The clear definition of roles and responsibilities within these coalitions is critical. In many cases capacity development, mentoring, and awareness raising may all be required to enable these stakeholder groupings to operate effectively and take on the management responsibilities that they aspire to.
- From the side of local authorities and political structures, fisheries co-management clearly requires a readiness within state institutions to delegate decision-making responsibility and power to levels that are as close as possible to the territory and the communities and user-groups concerned. The significance of this ‘political will’ should not be underestimated. During workshop discussions about the experience of the Tumbes National Mangrove Sanctuary and the contract awarded to the Consortium of local users by the government to manage it, participants from SERNANP offered an extremely articulate description of how the concept of ‘participation’ was a political process that, in Peru, had required a significant amount of time and experience to become well-established and understood. Only then did the delegation of responsibility for the management of protected areas to the Consortium become possible.

5.2. Livelihood enhancement and diversification

Understanding markets, and how to access them, is key. When developing new or enhanced products, a first step should be to ensure there is demand for such products and understand how products will be placed in comparison to other comparable products and what competitive advantage producers might have compared to others.

- Product quality needs to be ensured for sustainable creation of value added. Certification and labelling schemes, including ones that are suitable for small-scale fisheries, could be considered as well as developing ‘stories’ around products.
- Livelihood enhancement and diversification can include ecotourism, which can have positive effects on resource sustainability and ecosystems if complementing and reducing extractive (fishing) activities.
- Skills development and knowledge sharing are important, like illustrated by the crab activities in Ecuador, and support from appropriate external partners is needed.
- Access to credit is often a weakness, which needs to be addressed – the UNICA model in Peru is a good example for how to go about it.
- Special attention should be paid to women’s empowerment and their involvement in activities and decision-making.

5.3. Establishing incentives for sustainable fisheries

It is important to understand different types of incentives, including perverse incentives, and how they influence behavior.

- Incentives introduced or provided by governments or organizations to encourage people to alter their behavior may be less sustainable than incentives that are built into the social, economic and institutional system surrounding the fisheries. These might be social or value-based incentives (as in the 'Sasi' system in Indonesia), economic incentives through the market (premium prices or preferential market access for sustainably produced products), or incentives coming from changes in awareness and perceptions regarding natural resources and their use.
- The role of education, particularly of young people and children, is key in creating shifts in perceptions about resource use.
- Being part of the decision-making process about resource management, being delegated responsibilities for management and having secure access to resources that support their livelihoods (as in the Tumbes National Mangrove Sanctuary) can represent powerful incentives for resource users to manage resources and ecosystems sustainably.
- Certification schemes, leading to better prices for fishery products, can represent incentives for sustainable practices, traceability, and related data collection. However, existing certification schemes are often difficult to access for small-scale fisheries.

Provision of support such as capacity building and access to markets and credits can also constitute incentives for changed behavior.

Regarding future activities and support by CFI, suggestions included:

- Provision of guidance on co-management (including assessments of how co-management is currently being implemented and capacity development for government officials and stakeholders) and on alternative income-generating activities.
- Organization of exchange visits, both in-person and virtual, on specific topics. These could be CFI-wide or 'bilateral' between countries or Child Projects.
- Support to scaling up of good practices, including, for example, the UNICA model for access to credit, the Consortium model for co-management and the Challenge Fund approach to involving the private sector.
- Development of knowledge products to share CFI experiences beyond the programme itself.
- Organization of a trade fair for products by CFI fishers and fish workers and/or competitions to make connections with markets and sponsors.

6. GLOBAL EXCHANGE VISIT EVALUATION

While time constraints did not allow for a formal evaluation of the exchange visit prior to the end of the activity, general satisfaction with the organization, implementation and content of the activity was widely expressed.

The highly active exchanges involving all the participants were a testimony to the value of such opportunities for face-to-face encounters between fisheries stakeholders from diverse cultural and social backgrounds.

A significant output of the meetings in Tumbes was the desire expressed by participants to develop further opportunities to exchange experience relating to specific activities by the

different Child Projects. These exchanges, which may take the form of in-person visits, training opportunities between countries or online fora to discuss specific issues, will be developed further with CFI support in the future.

The problems experienced in travel and visa arrangements for some participants from West Africa were beyond the control of the organizers, but they highlighted the challenges to organizing travel for fishing communities across different geographies and the need to start the planning process for such events as far in advance as possible.

The logistical, accommodation and hosting arrangements put in place by the CFI Latin America team at UNDP in Peru proved to be excellent and all in-country activities went extremely smoothly. The UN-to-UN agreement between FAO and UNDP eased the overall event organization.

7. CONCLUSION AND LESSONS LEARNED

The global exchange visit in Tumbes, Peru, was highly successful, demonstrating a potentially important justification for the underlying concept of the CFI, namely, to facilitate global learning and exchange on improving coastal fisheries governance.

Further CFI-GPP initiatives in this sense include the CFI Talks webinar series, regular exchanges between Child Projects, and efforts to encourage engagement between countries and regions beyond the end of CFI project activities. Taken together, these clearly demonstrate the demand among CFI partners for opportunities to learn from their peers in other countries and regions. Given the complexity of the issues facing coastal fisheries globally, there is clearly an ongoing need for this process of learning and exchange.

8. ANNEXES

The full agenda is included in Annex 1. The list of participants can be found in Annex 2. Copies of the outputs from the group work in the Day 4 workshop are attached as Annex 3 and the table prepared by the participants defining areas of exchange and learning between different CFI components is attached as Annex 4.

Number	Title
Annex 1	Concept note and detailed agenda
Annex 2	List of participants
Annex 3	Group work outputs on key thematic areas
Annex 4	Areas of exchange and cross learning opportunities between CFI Child Projects
Annex 5	Media publications

ANNEX 1: Concept note and detailed agenda

Coastal Fisheries Initiative (CFI) Knowledge Management CFI Global Exchange Visit in Tumbes, Peru, 29 November-2 December 2022

Terms of Reference

1. CONTEXT

The Coastal Fisheries Initiative (CFI) is a global collaborative effort funded by the Global Environment Facility (GEF) bringing together UN agencies (FAO, UNDP, UNEP), the World Bank and international conservation organizations and governments. It consists of five interconnected projects in six countries (Cabo Verde, Côte d'Ivoire, Ecuador, Indonesia, Peru, and Senegal) and three regions (Asia, Latin America, and West Africa).

Remaining committed to its ambition of making the whole bigger than the sum of its parts, CFI strives to contribute to global knowledge sharing and awareness raising on sustainable coastal fisheries management, while working to meet the knowledge sharing and communication requirements of each of the partners involved in the Initiative and in the partnership as a whole.

To this end, CFI developed a communication and knowledge management strategy and roadmap aiming to foster the broad sharing of information and knowledge among its Child Projects, partners and coastal fisheries stakeholders. As part of this strategy, an experience capitalization process is being conducted with a view to documenting and disseminating good practices on artisanal coastal fisheries in the three geographies and the six countries covered by the Initiative.

CFI West Africa has organized a series of in-person exchange visits between fishers and seafood processors at the national and regional levels to disseminate good practices and share the experiences of women in fisheries value chains.

During the CFI Global Call (Steering Committee) in October 2021, the GEF Secretariat and the CFI Child Project leads expressed an interest in taking part in an in-person global exchange visit in Peru before the closure of CFI Latin America in October 2022. To meet the request, such an exchange visit is being organized in Tumbes, Peru, from 29 November to 2 December 2022, involving the five CFI Child Projects, implementing agencies, government representatives and fishing communities from the six countries covered by the Programme. Participants will draw lessons learned from project outputs and share good practices, experiences, and success stories on the Ecosystem Approach to Fisheries (EAF), Marine Spatial Planning, private sector engagement, sustainable mangrove management, empowering women in fisheries value chains and other key thematic areas relating to coastal fisheries.

This in-person global exchange visit is part of the International Year of Artisanal Fisheries and Aquaculture (IYAFA 2022), as declared by the United Nations General Assembly. FAO is one of the lead agencies in charge of celebrating IYAFA 2022 in collaboration with other relevant organizations and agencies of the United Nations system. The activity is aligned with five of the seven pillars of the IYAFA 2022 Global Action Plan:

1. Pillar 1 | Environmental sustainability: Use biodiversity sustainably for the longevity of small-scale artisanal fisheries and aquaculture.

2.Pillar 2 | Economic sustainability: Support inclusive value chains for small-scale artisanal fisheries and aquaculture.

3.Pillar 3 | Social sustainability: Secure social inclusion and well-being of small-scale artisanal fisheries and aquaculture.

4.Pillar 4 | Governance: Ensure effective participation of small-scale artisanal fisheries and aquaculture in building and strengthening enabling policy environments.

5.Pillar 5 | Gender equality and equity: Acknowledge that women and men in small-scale artisanal fisheries and aquaculture are equals.

2. OBJECTIVES

2.1. General objective

The overall objective of the global exchange visit is to foster an exchange of experience and knowledge on CFI best practices at country, regional and global levels in pursuit of the Initiative's objective of developing more holistic processes and integrated approaches through South/South learning exchanges and ensuring sustainable coastal fisheries management within the six CFI beneficiary countries and its three regions.

2.2 Specific objectives

More specifically, the global exchange visit intends to:

- i) Share and discuss experiences, success stories and lessons learned from the CFI Child Projects;
- ii) Capture new information and identify possible synergies and cross-collaboration opportunities;
- iii) Identify and design communication and knowledge management exit strategies after the end of CFI Latin America and the other CFI Child Projects;
- iv) Disseminate knowledge products developed by Child Projects on the four selected key thematic areas: the EAF, private sector engagement, sustainable mangrove management, and empowering women in fisheries value chains.

3. EXPECTED OUTCOMES

The expected results of the exchange visit are defined as follows:

1. CFI Child Project leads, implementing partners, government representatives and fishing community members from Cabo Verde, Côte d'Ivoire, Ecuador, Indonesia and Senegal learn about CFI Latin America's best practices in sustainable mangrove management and Marine Spatial Planning, and engage in cross-learning exchange and experience sharing with fishing communities from CFI Latin America's pilot sites in Peru (Tumbes and Piura);
2. Participants discuss possible synergies and cross-collaboration opportunities after the end of CFI Latin America;
3. A communication and knowledge management exit strategy is defined with CFI Latin America and the other CFI Child Projects;
4. Knowledge products developed by CFI Child Projects are disseminated;

5. A video documentary is produced on the exchanges and experience sharing between fishing communities from the six countries;
6. Communication materials and knowledge products are developed as a result of the exchange visit.

4. METHODOLOGY

The methodology of the exchange visit will consist of one week of field visits to meet with fishing communities in the Tumbes National Mangrove Sanctuary in Peru, one CFI Latin America’s pilot sites.

The following activities will be carried out:

- a) Guided observation tours in the Sanctuary;
- b) Meetings with members of community organizations, local fisheries authorities, local/regional representatives of the Ministries in charge of the environment and fisheries, and representatives of fisher associations, among others;
- c) Available knowledge products of CFI LA and/or other CFI Child Projects will be disseminated, explained and discussed during the community meetings;
- d) Documentation: the exchange visit and related activities will be documented through photos, videos and notes for the development of communication and knowledge products, including press releases, brochures, success stories, factsheets, videos, tweets, briefers, among others.

5. COMMUNICATION

The communication objectives pursued through this activity are to:

- Ensure the visibility and positioning of CFI and partners in the fisheries sector;
- Increase the impact of CFI’s results in terms of sustainable socio-economic development;
- Document the exchange visit and ensure the dissemination of the implemented good practices;
- Capture, collect and share information on CFI Child Projects’ activities and outcomes;
- Develop communication and knowledge products on implemented good practices.

Activity	Communication supports and channels	Targets
1. Production of promotional materials	<ul style="list-style-type: none"> - T-shirts - Caps 	Participants

2. Photo and video coverage	<ul style="list-style-type: none"> - CFI Child Project websites - CFI WhatsApp group - Dgroups - Twitter 	<p>Fishing community members</p> <p>Field mission participants</p> <p>Media and journalists</p>
<p>3. Web story on the exchange visit outcomes;</p> <p>4. Tweets on @FAOfish and CFI Child Projects social media accounts;</p> <p>5. Success story and/or human interest story relating to the exchange visit.</p>	<ul style="list-style-type: none"> - CFI Child Project websites - CFI WhatsApp group - Dgroups - Twitter 	Wide audience
4. Video documentary	FAO YouTube channel	Wide audience
5. Press conference on the exchange visit's objectives and expected outcomes	<p>Community radio</p> <p>Regional, national and international media outlets</p> <p>Online media</p>	Wide audience

DETAILED AGENDA

Times	Session title	Key activities	Responsibilities / notes
Tuesday, 29 November: Tumbes			
09.00-09.10	Welcome	<ul style="list-style-type: none"> Welcome statement by FAO Formal opening by host from the regional government of Tumbes 	<ul style="list-style-type: none"> Fatou Sock (CFI Chief Technical Advisor) Sergio Sandoval (Regional director of Production, Tumbes Regional Government)
09.10-09.40	Introductions	<ul style="list-style-type: none"> Self-introductions Icebreaker activity 	<ul style="list-style-type: none"> Participants Jimmy Kalther (Project Manager, CFI Indonesia)
09.40-09.55	Short presentation of CFI projects worldwide	Overview of CFI worldwide & different components of the initiative	<ul style="list-style-type: none"> Fatou Sock (CFI Chief Technical Advisor)
09.55-10.05	Introduction of group tasks for the day	Description of the 'Show & Tell' activity	<ul style="list-style-type: none"> Philip Townsley (CFI workshop facilitator)
10.05-10.35	Child project groups work on preparing their presentations		
<i>10.35 – 10.50</i>	<i>Coffee break</i>		
10.50-11.20	Participants experience from CFI West Africa – Côte d'Ivoire, Cabo Verde and Senegal	Participants present their key positive experiences	<p>CFI West Africa team</p> <p>Introduction</p> <ul style="list-style-type: none"> Amadou Touré (National Project Officer, CFI Senegal) <p>Senegal</p> <ul style="list-style-type: none"> Abdou Sarr (Fisher, Senegal) Issa Ndiaye (Fish processor, Senegal) <p>Côte d'Ivoire</p> <ul style="list-style-type: none"> Aboubakar Kone (National Project Officer, CFI Côte d'Ivoire) Niszou Kacou Charles (Fisher, Côte d'Ivoire) Deborah Gnene Oulou (Fish processor, Côte

Times	Session title	Key activities	Responsibilities / notes
			d'Ivoire) Summing Up <ul style="list-style-type: none"> Amadou Touré (National Project Officer, CFI Senegal)
11.20 – 11.30	Q & A on CFI West Africa presentation	Short facilitated Q & A session	
11.30 – 12.00	Participants experience from CF Indonesia, Cabo Verde and Ecuador	Participants from CF countries present their positive experiences	CFI Challenge Fund team Introduction <ul style="list-style-type: none"> Mimako Kobayashi (CFI Challenge Fund Team Leader) Cabo Verde <ul style="list-style-type: none"> Juvino Mendes Vieira (Fisheries entrepreneur, Cabo Verde) Ecuador <ul style="list-style-type: none"> Carlos Silva (Fondação Charles Darwin, Galapagos) Manuel Yépez (Galapagos Artisanal Food) Lucia Galarza (Sin Lata Fish Processing, Galapagos) Indonesia <ul style="list-style-type: none"> Ahmad Baihaki (CFI Challenge Fund, Indonesia) Clarissa Sastra (Founder and CEO, Rote Karaginan Nusantara seaweed farming company)
12.00 - 12.10	Q & A on CF presentation	Short facilitated Q & A session	
12.10 - 12.40	Participants experience from CFI Indonesia	Participants from CFI Indonesia present their positive experiences	CFI Indonesia team <ul style="list-style-type: none"> Jimmy Kalthar (CFI National Project Officer, Indonesia)

Times	Session title	Key activities	Responsibilities / notes
			<ul style="list-style-type: none"> Kuriani I.R. Wartoni (Women's group member, Wondama Bay, West Papua)
12.40-12.50	Government perspective - Indonesia	Short presentation by MMAF	<ul style="list-style-type: none"> Ridwan Mulyana (Director of Fisheries Resources Management at MMAF & CFI National Project Director) Martini D. Indrayanti (CFI Technical Team, MMAF) Fery Sutyanawan (Deputy Director of Fisheries Resources Management at MMAF & CFI Technical Coordinator)
12.50 – 13.00	Q & A on CFI Indonesia presentation	Short facilitated Q & A session for people to ask for clarification	
<i>13.00-14.30</i>	<i>Lunch</i>		
14.30-15.00	Participants experience from CFI Latin America	Participants from CFI Latin America present their positive experiences	<i>CFI Latin America team Peru</i> <ul style="list-style-type: none"> Jhon Puse (Vice President, CONMANOPE) Julio Cerro (President, CONMANOPE)
15.00-15.10	Q & A on CFI Latin America presentation	Short facilitated Q & A session	
15.10-15.30	Government perspective - Ecuador and Peru	Short presentations by Ecuador and Peru	
15.30–16.00	Presentation of CFI Tumbes	Presentation of the key features of their experience in mangrove management in Tumbes	Representatives of the Consortium & SERNANP <ul style="list-style-type: none"> Marco Arenas (Responsible for Protected Areas, SERNANP) Rosa García (Head of Tumbes National Mangrove Sanctuary) Jhon Puse (Vice President, CONMANOPE)
16.00-16.30	Plenary discussion of experience review	Facilitator elicits questions and contributions from other participants	

Times	Session title	Key activities	Responsibilities / notes
16.30-16.45	Briefing on arrangements for the field visit on following day		<ul style="list-style-type: none"> CFI Global Partnership Project / Consortium organizers
16.45	Close & coffee		
<i>Evening</i>	<i>Social event</i>	<i>Dinner with Peruvian folklore show</i>	
Wednesday, 30 November: Tumbes			
07.00–09.00	Travel Tumbes - Zarumilla		
09.00-10.00	Guided visit & demonstration at hydrobiological processing plant 'José Mendoza'		
10.00-11.15	Transfer to 'El Agarrobo' landing site & introduction to the guides & park guards for the Tumbes Mangrove Sanctuary		
11.15-14.00	Tour of the Tumbes Mangrove Sanctuary	With demonstration of the harvesting of concha negras (<i>anadara tuberculosa</i>) & red mangrove crab (<i>ucides occidentalis</i>)	
	<i>Box lunch provided on board</i>	<i>Provided by the Consorcio</i>	
14.00-16.00	Demonstration of preparation of <i>ceviche</i> with conchas negras & presentation of 'La Unica' project	Presentation by members of ACODESOM & ACP El Bendito Associations	
16.00-16.30	Return to Tumbes		
Thursday, 1 December: Tumbes			
07.00-08.40	Travel Tumbes – Puerto Pizarro		
08.40-10.30	Visit to Incabiotec	Explanation of work being carried out on culturing of concha negras, shrimp, & concha mano de leon	

Times	Session title	Key activities	Responsibilities / notes
10.30-11.30	Visit to Puerto Pizarro fish landing	Guided tour led by DIREPRO with explanation of digitalisation of data collection	
11.30-12.00	Visit to Mangrove Information Centre		
<i>12.00-13.00</i>	<i>Box lunch</i>		
13.00–16.00	Visit to principal attractions in the Tumbes Mangrove Sanctuary	Visit by boat to Criadero de Cocodrilos, Isla de las Aves, Isla del Amor.	
16.00-16.30	Return to Tumbes		
DAY 4 - Friday, 2 December: Tumbes			
09.00–09.15	Introduction of the day's activity		CFI / GPP Facilitators
09.15-09.30	FPAT in CFI & the International Year of Artisanal Fisheries and Aquaculture (IYAFA)	Presentation of the FPAT component of CFI, linkages with IYAFA & experiences with FPAT in Cabo Verde	Nicolas Gutierrez (FAO Senior Fisheries Officer) Edelmira da Costa (National Project Officer, CFI Cabo Verde)
09.30-09.50	CFI Cabo Verde experience	Participants from CFI Cabo Verde present their positive experiences	Edelmira da Costa (National Project Officer, CFI Cabo Verde) Carlos Emanuel Vaz do Santos (ACPVS Fisher Organisation, Maio)
09.50-10.10	CFI Ecuador experience	Participants from CFI Ecuador present their positive experiences	Patricia Flores (Member of the 6 th July Association, Naranjal) Xavier Chalen (CI Ecuador)
10.10-10.30	UNICA savings and credit groups for women in Peru	Presentation of experience with UNICA women's groups in Peru	Miguel Maldonado (CFI Latin America Coordinator, UNDP)
<i>10.30-11.00 (30 mins)</i>	<i>Coffee break</i>		
11.00-11.30	Introduction of group discussion activity		CFI / GPP Facilitators

11.30-13.00	Group work on key thematic areas	Participants divided into 4 Child Project groups to reflect on key questions set by facilitation team	Group work
<i>13.00–14.30</i>	<i>Lunch break</i>		
14.30-16.15	Plenary & group discussions		CFI / GPP facilitators
16.15-16.45	Thanks & closing remarks	Thanks and closing remarks on behalf of CFI Projects Formal closing of the CFI Exchange Visit	Fatou Sock (CFI Chief Technical Advisor, FAO)

ANNEX 2: List of the global exchange visit participants

No	CFI Partners and stakeholders	Country	Participant (Name and Last Name)	Nationality	Sponsor	Organization	Function
1	CFI West Africa	Cabo Verde	Maria Edelmira DA COSTA MONIZ CARVALHO	Cape Verdean	FAO/CFI-WA	FAO	National Project Officer
2	CFI West Africa	Cabo Verde	Carlos Emanuel VAZ DOS SANTOS	Cape Verdean	FAO/CFI-GPP	ACPVS	
3	CFI West Africa	Côte d'Ivoire	Kone ABOUBAKAR SIDIKI	Ivoirian	FAO/CFI-GPP	FAO	National Project Officer
4	CFI West Africa	Senegal	Amadou TOURE	Senegalese	FAO/CFI-GPP	FAO	National Project Officer
5	CFI Challenge Fund	Cabo Verde	Juviono MENDES VIEIRA	Cape Verdean	FAO/CFI-GPP	CV-Ocean	CEO and former General Director of Fisheries
6	CFI Challenge Fund	USA	Mimako Kobayashi	Japanese	FAO/CFI-GPP	World Bank	CFI Challenge fund project manager
7	World Bank / CFI Challenge Fund	Indonesia	Ahmad Baihaki	Indonesian	WB/CFI-CF	World Bank	World Bank
8	World Bank / CFI Challenge Fund	Indonesia	Clarissa Sastra	Indonesian	WB/CFI-CF	World Bank	Rote Karajinan Nusantara
9	CFI Indonesia	Indonesia	Jimy Kalthar	Indonesian	FAO/CFI-GPP	CFI Indonesia	Project manager
10	CFI Indonesia	Indonesia	Kuriani I. R. Wartanoi	Indonesian	FAO/CFI-GPP	Fisheries Community of Wondama Bay	Women group member
11	CFI Indonesia	Indonesia	Martini D Indrayanti	Indonesian	FAO/CFI-Indonesia	MMAF	Technical Team for the Project
12	CFI Indonesia	Indonesia	Fery Sutyanan	Indonesian	FAO/CFI-Indonesia	MMAF	Deputy Director for Directorate of Fisheries Resources Management as Technical Coordinator
13	CFI Indonesia	Indonesia	Ridwan Mulyana	Indonesian	FAO/CFI-Indonesia	MMAF	Director of Fisheries Resources Management as National Project Manager (NPC)
14	CFI Global Partnership	Italy	Fatou Sock	French	FAO/CFI-GPP	FAO	FAO GPP/WA Coordinator
15	CFI Global Partnership	Italy	Philip Townsley	Canadian	FAO/CFI-GPP	FAO	FAO CFI Science to Policy Expert
16	CFI Global Partnership	Italy	Stefania Fumo	Italian	FAO/CFI-GPP	FAO	CFI Communication Specialist
17	CFI Global Partnership	Sueden	Lena Westlund	Swedish	FAO/CFI-GPP	FAO	CFI Senior Fishery Officer
18	CFI Global Partnership	Italy	Federico Schavi	Italian	FAO/CFI-GPP	FAO	CFI Video producer
19	IYAFA	Italy	Nicolas Gutierrez	Uruguayo	FAO/CFI-GPP	FAO	CFI Senior Fishery Officer
20	CFI Challenge Fund	Ecuador	Carlos Silva	Ecuadorian	FAO/CFI-GPP	Fundación Charles Darwin	TA provider
21	CFI Challenge Fund	Ecuador	Manuel Yépez	Ecuadorian	FAO/CFI-GPP	Galápagos Artisanal Food	Beneficiary
22	CFI Challenge Fund	Ecuador	Lucia Galarza	Ecuadorian	FAO/CFI-GPP	Sin Lata	Beneficiary
23	CFI Latin America	Ecuador	Jonathan Eduardo Pincay Espinoza	Ecuadorian	FAO/CFI-GPP	MPCIP	Dirección de Política Pesquera y Acuicola
24	CFI Latin America	Ecuador	Jennifer Mercedes Briones Farias	Ecuadorian	FAO/CFI-GPP	MPCIP	Dirección de Política Pesquera y Acuicola
25	CFI Latin America	Ecuador	Pilar Solis	Ecuadorian	FAO/CFI-GPP	MPCIP	IPIAP
26	CFI Latin America	Ecuador	Patricia Flores	Ecuadorian	FAO/CFI-GPP	Asociación 6 de julio Naranjal	Asociada
27	CFI Latin America	Ecuador	Xavier Chalen	Ecuadorian	FAO/CFI-GPP	CI	CI Ecuador

28	CFI Latin America	Peru - Lima	Alicia Serafina Chang Wong	Peruvian	FAO/CFI-GPP	MINAM	Coordinador en Monitoreo y Evaluación en Proyectos / Oficina General de Cooperación y Asuntos Internacionales
29	CFI Latin America	Peru - Lima	Marco Arenas	Peruvian	FAO/CFI-GPP	SERNANP	Responsable Áreas Naturales
30	CFI Latin America	Peru - Piura	Carlos Encalada	Peruvian	FAO/CFI-GPP	DIREPRO Piura	Director de la Producción Piura
31	CFI Latin America	Peru - Piura	Agustín Campos	Peruvian	FAO/CFI-GPP	DIREPRO Piura	punto focal
32	CFI Latin America	Peru - Piura	Niria Fiestas Chapilliquén	Peruvian	FAO/CFI-GPP	Municipalidad Distrital de Vice	Sub Gerente de Programación de Inversiones
33	CFI Latin America	Peru - Piura	Luis Larrea	Peruvian	FAO/CFI-GPP	Gobierno Regional de Piura	Jefe del Programa Rgional de Manejo Integrado de la Zona Marino Costera
34	CFI Latin America	Peru - Lima	Jorge Álvarez	Peruvian	FAO/CFI-GPP	PNUD Perú	Oficial Medio Ambiente y Energía
35	CFI Latin America	Peru - Lima	Miguel Maldonado	Peruvian	FAO/CFI-GPP	PNUD Perú	Coordinador Binacional CFI-LA
36	CFI Latin America	Peru - Lima	Percy Castillo	Peruvian	FAO/CFI-GPP	PNUD Perú	Administrador
37	CFI Latin America	Peru - Lima	Adriana Kato	Peruvian	FAO/CFI-GPP	PNUD Perú	Comunicaciones
38	CFI Latin America	Peru - Tumbes	Rosa García	Peruvian	FAO/CFI-GPP	SERNANP	Jefa del SNLMT
39	CFI Latin America	Peru - Tumbes	Sergio Sandoval	Peruvian	FAO/CFI-GPP	DIREPRO Tumbes	Director de la Producción Tumbes
40	CFI Latin America	Peru - Tumbes	Victor Puño	Peruvian	FAO/CFI-GPP	Gobierno Regional	Gerente de Desarrollo Económico
41	CFI Latin America	Peru - Tumbes	Liliana Reaño	Peruvian	FAO/CFI-GPP	UNV/PNUD Perú	Gestora en Campo
42	CFI Latin America	Peru - Tumbes	Henry Preciado	Peruvian	FAO/CFI-GPP	CONMANOPE	Gerente
43	CFI Latin America	Peru - Tumbes	Julio Cerro	Peruvian	FAO/CFI-GPP	CONMANOPE	Presidente
44	CFI Latin America	Peru - Tumbes	Jhon Puse	Peruvian	FAO/CFI-GPP	CONMANOPE	Vicepresidente
45	CFI Latin America	Peru - Tumbes	Oswaldo Saavedra	Peruvian	FAO/CFI-GPP	CONMANOPE	Asesor
46	CFI Latin America	Peru - Tumbes	Fiorella Ranírez	Peruvian	FAO/CFI-GPP	CONMANOPE	Asesor
47	CFI Latin America	Peru - Tumbes	Miriam Madrid	Peruvian	FAO/CFI-GPP	CONMANOPE	Asesor
48	CFI Latin America	Peru - Piura	Catherine Burga	Peruvian	FAO/CFI-GPP	WWF	Técnica informática - Trazapp
49	FAO Peru	Peru - Lima	Renzo Guillén	Peruvian	FAO/CFI-GPP	FAO Perú	
50	FAO Peru	Peru - Lima	Rui de Jesús Sáenz	Peruvian	FAO/CFI-GPP	FAO Perú	Comunicador
51	FAO Peru	Peru - Lima	Claudia Castro	Peruvian	FAO/CFI-GPP	FAO Perú	Comunicadora
52	CFI Latin America	Peru - Tumbes	Jonathan Villegas	Peruvian	FAO/CFI-GPP	CONMANOPE	Socio
53	CFI Latin America	Peru - Tumbes	Ortiz Zárate	Peruvian	FAO/CFI-GPP	Gobierno Regional de Tumbes	Consejero Regional
54	CFI Latin America	Peru - Tumbes	Fredy Bocilangger	Peruvian	FAO/CFI-GPP	Gobierno Regional de Tumbes	Consejero Regional
55	CFI Latin America	Peru - Tumbes	Wilfredo Rugel	Peruvian	FAO/CFI-GPP	CONMANOPE	Socio
56	CFI Latin America	Peru - Tumbes	Joe Arroyo Silva	Peruvian	FAO/CFI-GPP	CONMANOPE	Socio
57	CFI Latin America	Peru - Tumbes	Orlando Vargas Purizaca	Peruvian	FAO/CFI-GPP	CONMANOPE	Socio
58	CFI Latin America	Peru - Tumbes	Lucía Laos Antón	Peruvian	FAO/CFI-GPP	CONMANOPE	Socio
59	CFI Latin America	Peru - Tumbes	Karla Vía García	Peruvian	FAO/CFI-GPP	CONMANOPE	Socio
60	CFI Latin America	Peru - Tumbes	Juan Carlos Gálvez	Peruvian	FAO/CFI-GPP	CONMANOPE	Socio
61	CFI Latin America	Peru - Tumbes	Jim Gálvez Chávez	Peruvian	FAO/CFI-GPP	CONMANOPE	Socio

ANNEX 3: Working group outputs (Day 4)

CFI LATIN AMERICA GROUP	
4. What new things have you learnt about co-management / livelihoods enhancement and diversification / establishing incentives?	
<i>Fisheries / Mangrove Co-Management</i>	<ul style="list-style-type: none"> • Use of administrative contract for the consortium in Tumbes, Peru as a means of seeking financing • Agreements on sustainable use & stewardship as an incentive for members of the consortium
<i>Livelihood enhancement & diversification</i>	<ul style="list-style-type: none"> • Involvement of women in management of business • Commitment of resource users to the co-management approach & the development of business (tourism & fish processing) • Commitment to protecting the mangroves • Joint investment • Focus on ecosystem conservation • Handling of products by cooperative mechanisms (6th July Cooperative in Ecuador & the consortium in Tumbes)
<i>Establishing incentives for sustainable fisheries</i>	<ul style="list-style-type: none"> • Importance of credit access (UNICA) • Product traceability • Scenic beauty to attract tourism • Economic incentives for members of the mangrove consortium in Tumbes • Establishing certification mechanisms • ‘Perverse’ incentives might include financial subsidies that promote non-responsible behavior – the different between perverse incentives & positive incentives need to be understood; • Also ‘social’ incentives – being allowed to have the right to decide on ecosystems such a mangroves;
5. What factors do you thinks are important for co-management / livelihoods enhancement and diversification / establishing incentives?	
<i>Fisheries / Mangrove Co-Management</i>	<ul style="list-style-type: none"> • Transparency • Willingness to compromise • Mutual benefits • Rules & regulations • Participation • Leadership

	<ul style="list-style-type: none"> • Planning
<i>Livelihood enhancement & diversification</i>	<ul style="list-style-type: none"> • Identifying added value for local products • Access to financing • Knowledge transfer • Commitment to principles of association • Innovation • Technology • Study & learning • Capacity development
<i>Establishing incentives for sustainable fisheries</i>	<ul style="list-style-type: none"> • Completion of the contracts & conventions for co-management arrangements • Establishment of traceability systems • Establishment of denomination of origin systems • Establishment of audit systems for co-management & sustainable use arrangements • Establishment of effective accounting systems • Maintaining a focus on gender equity • Generation of direct benefits for local communities • Establishment of preferential rights
6. What events, arrangements or concrete actions should the CFI organize over the next year to help you exchange experience and build collaboration on co-management / livelihoods enhancement and diversification / establishing incentives?	
<i>Fisheries / Mangrove Co-Management</i>	<ul style="list-style-type: none"> • Specific workshops involving other fisher communities not involved to date • Workshops on co-management involving both Peru and Ecuador • Workshops on co-management involving government officials
<i>Livelihood enhancement & diversification</i>	<ul style="list-style-type: none"> • Exchanges between the Tumbes consortium & Galapagos Artisanal Sea Food & Sin Lata
<i>Establishing incentives for sustainable fisheries</i>	<ul style="list-style-type: none"> • Diffusion of models for incentivization (including the UNICA approach)

CFI WEST AFRICA GROUP

1. What new things have you learnt about co-management / livelihoods enhancement and diversification / establishing incentives?

<i>Fisheries / Mangrove Co-Management</i>	<ul style="list-style-type: none"> • Importance of community engagement
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	<ul style="list-style-type: none"> • Importance of political will
<i>Livelihood enhancement & diversification</i>	<ul style="list-style-type: none"> • Approaches to ecotourism development • Creating added value through certification, labelling & resource pooling)
<i>Establishing incentives for sustainable fisheries</i>	<ul style="list-style-type: none"> • Experience from Peru & Ecuador on UNICA approach to facilitating credit access for actors in fisheries • Management of mangrove resources
2. What factors do you think are important for co-management / livelihoods enhancement and diversification / establishing incentives?	
<i>Fisheries / Mangrove Co-Management</i>	<ul style="list-style-type: none"> • Awareness-raising among decision-makers & communities • Capacity development • Exchange of experience & success stories • Revision of legal framework
<i>Livelihood enhancement & diversification</i>	<ul style="list-style-type: none"> • Empowerment of key actors • Enabling access to credit
<i>Establishing incentives for sustainable fisheries</i>	<ul style="list-style-type: none"> • Engagement of fisheries actors in the process of sustainable management of natural resources
3. What events, arrangements or concrete actions should the CFI organize over the next year to help you exchange experience and build collaboration on co-management / livelihoods enhancement and diversification / establishing incentives?	
<i>Fisheries Co-Management</i>	<ul style="list-style-type: none"> • Bilateral & multilateral exchange visits • Encouragement of on-line exchanges • Workshops on specific thematic issues
<i>Livelihood enhancement & diversification</i>	<ul style="list-style-type: none"> • Extending Challenge Fund mechanisms to other countries in West Africa • Development of knowledge products capitalizing on best practices & learning
<i>Establishing incentives for sustainable fisheries</i>	<ul style="list-style-type: none"> • Development of alternative income generating activities • Capitalization of good practices • Continuation of exchanges with countries with similar experience

CFI INDONESIA GROUP

1. What new things have you learnt about co-management / livelihoods enhancement and diversification / establishing incentives?

<i>Fisheries / Mangrove Co-Management</i>	<ul style="list-style-type: none"> • Similarities between Indonesia experience & experience in Tumbes
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	<ul style="list-style-type: none"> • Awareness of people that there is a need to change behavior to achieve more sustainable fishing • Setting of rules & regulations for sustainability is important – in Tumbes process carried out by the consortium, in Indonesia according to traditional arrangements • Importance of formalizing traditional rules • Stakeholder involvement – fishing communities, research institutes, voluntary organizations
<i>Livelihood enhancement & diversification</i>	<ul style="list-style-type: none"> • Innovative approaches involving research & putting research into practice
<i>Establishing incentives for sustainable fisheries</i>	<ul style="list-style-type: none"> • Experience from Peru on improving traceability & obtaining certification for fisheries products – similar to Indonesian experience but difficult to do for SSF (filling in forms, accessing information) • Need to provide incentives to involve fishers in data collection & to building willingness to engage in sustainable fishing practices
2. What factors do you think are important for co-management / livelihoods enhancement and diversification / establishing incentives?	
<i>Fisheries / Mangrove Co-Management</i>	<ul style="list-style-type: none"> • Role of research institutes in putting science into practice (in Tumbes Incabiotec & local institutes involved in breeding programme for local aquatic resources & in putting science into practice – lacking in Indonesia)
<i>Livelihood enhancement & diversification</i>	<ul style="list-style-type: none"> • Market access – first need to think about market to ensure there is demand for new products • Ensure product quality – fishing communities need appropriate capacity & skills • Support from external partners: government, industry, research (infrastructure, technology, innovation)
<i>Establishing incentives for sustainable fisheries</i>	<ul style="list-style-type: none"> • What do we mean by sustainable fishing – what are the boundaries? In Peru, based on minimum sizes. What about for SSF? • Sacrifices required for sustainable fishing – need to offer compensation. (In Indonesia, part of fishing grounds given up for <i>Sasi</i> – compensated by providing training to earn more income & decrease spending e.g. farming own vegetables)
3. What events, arrangements or concrete actions should the CFI organize over the next year to help you exchange experience and build collaboration on co-management / livelihoods enhancement and diversification / establishing incentives?	
<i>Fisheries Co-Management</i>	<ul style="list-style-type: none"> • Learning events on aspects of co-management in relation to SSF guidelines • Assessment of performance of co-management in practice – standardized assessment tools
<i>Livelihood enhancement & diversification</i>	<ul style="list-style-type: none"> • Each child project has their own products which could be presented at business fairs

<i>Establishing incentives for sustainable fisheries</i>	<ul style="list-style-type: none"> • Involvement of private sector in sharing information with communities & government on what the market needs
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CHALLENGE FUND GROUP

1. What new things have you learnt about co-management / livelihoods enhancement and diversification / establishing incentives?

<i>Fisheries / Mangrove Co-Management</i>	<ul style="list-style-type: none"> •
<i>Livelihood enhancement & diversification</i>	<ul style="list-style-type: none"> • Improving how things are done (livelihood ‘enhancement’) • Initiatives / products need to be business cases & sell in the markets • Combine great products with great stories (e.g. co-management, communities) – products need to sell • Competition with sponsors
<i>Establishing incentives for sustainable fisheries</i>	<ul style="list-style-type: none"> • Two meanings for the word ‘incentive’: something that explains why you do things; or something that are you are given to do things. Most of the questions & discussion tends to focus on the second of these.

2. What factors do you think are important for co-management / livelihoods enhancement and diversification / establishing incentives?

<i>Fisheries / Mangrove Co-Management</i>	<ul style="list-style-type: none"> •
<i>Livelihood enhancement & diversification</i>	<ul style="list-style-type: none"> •
<i>Establishing incentives for sustainable fisheries</i>	<ul style="list-style-type: none"> •

3. What events, arrangements or concrete actions should the CFI organize over the next year to help you exchange experience and build collaboration on co-management / livelihoods enhancement and diversification / establishing incentives?

<i>Fisheries Co-Management</i>	<ul style="list-style-type: none"> •
<i>Livelihood enhancement & diversification</i>	<ul style="list-style-type: none"> •
<i>Establishing incentives for sustainable fisheries</i>	<ul style="list-style-type: none"> •

ANNEX 4: Areas of exchange and cross learning opportunities between CFI Child Projects



CFI Countries /Projects	Peru	Ecuador	Cabo Verde	Senegal	Côte d'Ivoire	Indonesia	Challenge Fund
Peru		<ul style="list-style-type: none"> Exchange on UNICA experience 	<ul style="list-style-type: none"> Learning & exchange on fish drying techniques 				
Ecuador	<ul style="list-style-type: none"> Global Mangrove Alliance (GMA) Exchange between the Tumbes consortium & the 6 July Cooperative in Ecuador 		<ul style="list-style-type: none"> Global Mangrove Alliance (GMA) 	<ul style="list-style-type: none"> Global Mangrove Alliance (GMA) 	<ul style="list-style-type: none"> Global Mangrove Alliance (GMA) 	<ul style="list-style-type: none"> Global Mangrove Alliance (GMA) 	<ul style="list-style-type: none"> Global Mangrove Alliance (GMA) Learning on alternative products & markets Learning on traceability systems
Cabo Verde	<ul style="list-style-type: none"> Learning on UNICA experience Learning on mini primary processing plant established by Tumbes consortium 	<ul style="list-style-type: none"> Learning on fair trade certification 		<ul style="list-style-type: none"> Learning on co-management experience 	<ul style="list-style-type: none"> Learning on financing of fisheries actors 	<ul style="list-style-type: none"> Learning on customary management systems (<i>Sasi</i>) 	<ul style="list-style-type: none"> Learning on auction system in Praia Learning on support by private operators such as the shrimp fishers
Senegal	<ul style="list-style-type: none"> Learning on UNICA experience for possible replication in Senegal 	<ul style="list-style-type: none"> Learning on financing of fisheries actors 				<ul style="list-style-type: none"> Learning on customary management systems (<i>Sasi</i>) 	<ul style="list-style-type: none"> Options for developing a Challenge Fund mechanism for Senegal
Côte d'Ivoire	<ul style="list-style-type: none"> Learning on contract arrangements for Tumbes consortium 	<ul style="list-style-type: none"> Sharing of practical experience between fishers 		<ul style="list-style-type: none"> Learning on co-management experience 			<ul style="list-style-type: none"> Learning on financing models

	Learning and experience exchange on co-management both between CFI sub-projects and the wider community of practice	<ul style="list-style-type: none"> Learning on UNICA experience 						
Indonesia		<ul style="list-style-type: none"> Learning on technical experience of Incabiotec in Tumbes Learning on traceability system & application 			<ul style="list-style-type: none"> Learning on community-based & traditional management 			<ul style="list-style-type: none"> Learning on tuna processing from Galapagos Learning about business cases developed by GKC winners
Challenge Fund		<ul style="list-style-type: none"> Exchange between Tumbes consortium & Galapagos on traceability systems 						

ANNEXE 5: MEDIA PUBLICATION

[Global exchange visit to foster knowledge sharing among artisanal fishing communities](#)
14/11/2022

[Visite d'échange globale de partage de connaissances entre les communautés de la pêche artisanale](#)
14/11/2022

[Visita de intercambio global para compartir aprendizajes entre comunidades pesqueras artesanales](#)
14/11/2022

TWEETS

<https://twitter.com/IniciativaPesq1/status/1592225894483251200>

<https://twitter.com/FAOfish/status/1595062293720694785>

<https://twitter.com/FAOAmericas/status/1596942237182615554>

FAO Peru tweets on Global Exchange Visit (29 Nov-2 Dec 2022)

- <https://twitter.com/FAOPERU/status/1598724630327353344>
- https://twitter.com/FAOPERU/status/1598712516481372161?s=20&t=cgZJtGzTCd_kyBw6xZ1zZQ
- <https://twitter.com/FAOPERU/status/1598703914433613824>
- <https://twitter.com/FAOPERU/status/1598703935375777792>
- <https://twitter.com/FAOPERU/status/1598460762065932288?s=20&t=fcti8X9rVfNUphmqL61FwQ>
- <https://twitter.com/FAOPERU/status/1598460775621922818?s=20&t=fcti8X9rVfNUphmqL61FwQ>
- <https://twitter.com/FAOPERU/status/1598460786543923207?s=20&t=fcti8X9rVfNUphmqL61FwQ>
- <https://twitter.com/FAOPERU/status/1597695130492112896>
- <https://twitter.com/FAOPERU/status/1597695560265666560>
- <https://twitter.com/FAOPERU/status/1597693198607912960>
- <https://twitter.com/FAOPERU/status/1597649073687113730>
- https://twitter.com/FAOPERU/status/1597630946580508673?s=20&t=pBHIXcq84FY2vKa1ztB_KQ
- <https://twitter.com/FAOPERU/status/1597602367851184128?t=eVoljf-Rw8bRLYrYrN52gA&s=08>

FAO ECUADOR + FAO LATIN AMERICA STORIES

World Fisheries Day - Global Exchange Visit 22 November 2022
<https://www.fao.org/americas/noticias/ver/es/c/1620190/>

World Fisheries Day - Global Exchange Visit 22 November 2022
<https://www.fao.org/ecuador/noticias/detail-events/es/c/1620242/>

LOCAL MEDIA COVERAGE

22 November 2022 El Mundo Costa Rica <https://elmundo.cr/mundo/dia-mundial-de-la-pesca-fao-llama-a-promover-la-proteccion-social-de-pescadores-de-pequena-escala/>

22 November 2022 Uy.press <https://www.uypress.net/Actualidad/Dia-Mundial-de-la-Pesca-uc125435>

1 December 2022 CVN News Tumbes
https://www.facebook.com/watch/?v=1523013064847364&extid=CL-UNK-UNK-UNK-AN_GK0T-GK1C&mibextid=cffofw&ref=sharing

COMMUNICATION PRODUCTS

- 3 rollups
- 300 factsheets in 3 languages
- 90 folders
- 90 notebooks
- 90 T-shirts
- 90 baseball caps
- 90 tote bags
- 90 pens

FAO Fisheries and Aquaculture Division (NFI) – Natural resources and sustainable production
Coastal Fisheries Initiative (CFI)

Website: <https://www.fao.org/fishery/en>

Twitter: <https://twitter.com/FAOfish>

Food and Aquaculture Organization of the United Nations (FAO)

Rome, Italy

