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COMMITTEE ON FISHERIES

Thirty-first Session

Rome, 9-13 June 2014

SECURING SUSTAINABLE SMALL-SCALE FISHERIES: UPDATE ON THE DEVELOPMENT OF THE VOLUNTARY GUIDELINES FOR SECURING SUSTAINABLE SMALL-SCALE FISHERIES IN THE CONTEXT OF FOOD SECURITY AND POVERTY ERADICATION (SSF GUIDELINES)

Executive Summary

This document recalls the consultative processes that informed the preparation of the draft Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines) by the FAO Secretariat. Referring to the Chairperson's report, it recounts the progress of the two sessions of the Technical Consultation on the SSF Guidelines held on 20-24 May 2013 and on 3-7 February 2014 and the Chairperson's text discussed by the Technical Consultation is submitted to the Committee for finalisation. Moreover, in response to previous recommendations by the Committee on the need to develop implementation strategies for the SSF Guidelines at various levels as well as to establish and implement a Global Assistance Programme which would support this process, the document also proposes an outline and main features of such a Global Assistance Programme.

The Committee is invited to:

- consider the Chairperson's report of the Technical Consultation on the International Guidelines for Securing Sustainable Small-Scale Fisheries (COFI/2014/Inf.10)
- consider and finalize the Chairperson's text of the Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication included in Document COFI/2014/Inf.10.
- consider the proposed outline of a Global Assistance Programme and advise on activities to support secure and sustainable small-scale fisheries, including the future implementation of the SSF Guidelines – subject to their finalization - and the mobilization of extrabudgetary resources within the new strategic framework of FAO.

INTRODUCTION

1. Following the recommendation of the Twenty-ninth Session of the Committee on Fisheries (COFI) in 2011 calling for the development of an international instrument for securing sustainable small-scale fisheries, the Chairperson's text of the *Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines)* is hereby presented to the Committee together with the Chairperson's report of the Technical Consultation held on 20-24 May 2013 and on 3-7 February 2014 (COFI/2014/Inf.10).

The present document refers to this report, provides a summary of the contents of the Chairperson's text of the SSF Guidelines and recalls its development process during the last biennium.

2. In response to the recommendations of the Committee during its previous Sessions, key elements and features of a Global Assistance Programme have been identified and an outline of an overall implementation strategy has been drafted. Once endorsed, the SSF Guidelines will only be effective if they are recognized, understood and widely accepted by stakeholders and systematically applied in accordance with the guiding principles established therein. Awaiting the finalization of the SSF Guidelines, this document seeks the advice of the Committee with regard to the way forward, in particular concerning the implementation framework proposal and its funding as well as more generally with regard to activities to undertake in support of sustainable small-scale fisheries under the reviewed strategic framework of FAO.

3. Funding for the stakeholder and government consultations that have taken place since the Thirtieth Session of the Committee in 2012 (including the Technical Consultation) and for activities related to the preparation of the implementation proposal has been provided by several donors and host countries. The broad based collaboration by Member States and partners, including Civil Society Organisations (CSOs), is acknowledged.

REVIEW OF THE DEVELOPMENT PROCESS

4. The recommendation of the Twenty-ninth session of the Committee to develop an international instrument in support of small-scale fisheries was driven by the outcome of a number of global and regional conferences and consultative meetings exploring how to bring together responsible fisheries and social development in coastal and inland small-scale fishing communities. For the preparation of the draft of the SSF Guidelines, this consultative process was continued in 2011-2013 and directly engaged more than 4 000 stakeholders across all regions of the world¹. In addition, the Secretariat promoted the SSF Guidelines development process in presentations, round tables, side events etc. during over 20 related events.

5. The draft text of the SSF Guidelines was submitted to a Technical Consultation which took place in two consecutive sessions held on 20-24 May 2013 and on 3-7 February 2014. Eighty-seven FAO Member States and the European Union participated in these negotiations and a significant number of observers (4 international non-governmental organizations, 11 international governmental organizations and 59 representatives from CSOs) assisted in the process.

6. The Technical Consultation reviewed the draft and agreed on final text for all paragraphs except paragraph 6.18. The document as a whole therefore is presented as a 'Chairperson's text' as final agreement could not be reached.

7. Referring to the parts of the Chairperson's text that were agreed upon and following the Committee's recommendations, the instrument will be voluntary in nature, focus on the needs of developing countries and apply to small-scale fisheries in marine and inland waters covering fishing as well as related pre-harvest and post-harvest activities. It will complement the 1995 Code of Conduct for Responsible Fisheries (CCRF) and be based on international human rights standards, responsible fisheries governance and sustainable development in line with the outcome document 'The future we

¹ More information and reports of the consultation process can be found at www.fao.org/fishery/ssf/guidelines/en and <https://sites.google.com/site/smallscalefisheries/events>.

want' of the UN Conference on Sustainable Development (Rio+20), and other relevant instruments, e.g. the Voluntary Guidelines on Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (the VG Tenure)², endorsed by the Committee on World Food Security in 2012, and the Voluntary Guidelines on the Progressive Realization of the Right to Adequate Food in the Context of National Food Security (the Right to Food Guidelines)³ that were adopted by FAO member states in 2004.

8. Drawing on these instruments, the Chairperson's text of the SSF Guidelines contains a number of key guiding principles that should underpin their future implementation: i.e. human rights and dignity; respect of cultures; non-discrimination; equity and equality including for gender; consultation and participation; rule of law; transparency; accountability; economic, social and environmental sustainability; holistic and integrated approaches; social responsibility; feasibility and social and economic viability.

9. With regard to subject matter content, the Chairperson's text of the SSF Guidelines addresses:

- Five main thematic areas in relation to responsible fisheries and sustainable development:
 - Governance of tenure in small-scale fisheries and resource management;
 - Social development, employment and decent work;
 - Value chains, postharvest and trade;
 - Gender equality;
 - Disaster risks and climate change.
- Four areas related to ensuring an enabling environment and supporting implementation:
 - Policy coherence, institutional coordination and collaboration;
 - Information, research and communication;
 - Capacity development;
 - Implementation support and monitoring.

10. The Chairperson's text of the SSF Guidelines aims to enhance the contribution of small-scale fisheries to global food security and nutrition, to contribute to equitable development and poverty eradication, to achieve sustainable utilisation of fishery resources, and to promote an economically, socially and environmentally sustainable future of our planet and its people. It proposes guidance that can be used by States and stakeholders for the enhancement of sustainable small-scale fisheries governance and development. It also promotes awareness raising and the advancement of knowledge on small-scale fisheries⁴.

TOWARDS IMPLEMENTATION

11. During its Thirtieth session, the Committee noted the need to develop implementation strategies for the future SSF Guidelines at various levels including related policy reforms. It was also recalled that the Twenty-ninth session of the Committee had agreed to the establishment and implementation of a Global Assistance Programme that would support this process. In accordance with the Committee's recommendations, the FAO Fisheries and Aquaculture Department started a process of considering implementation issues more explicitly during the last biennium, including through several specific activities:

² The Tenure Guidelines are available at www.fao.org/nr/tenure/voluntary-guidelines/en/.

³ The Right to Food Guidelines are available at www.fao.org/righttofood/right-to-food-home/en/.

⁴ This paragraph attempts to summarise the objectives of the Chairperson's text of the SSF Guidelines objectives – see the document COFI/Inf.10 for the full text.

- A workshop on *Strengthening Organizations and Collective Action in Fisheries: a way forward in implementing the International Guidelines for Securing Sustainable Small-scale Fisheries*, held in March 2013, explored the roles of different types of collective action and organizations in small-scale fisheries and proposed elements for a capacity development strategy to strengthen these. The types of collective action and organizational forms discussed included customary community-based organizations, cooperatives and societies, and advocacy groups and networks. The workshop recognized that organizations provide a platform through which small-scale fisheries stakeholders exercise their right to organize, participate in development and decision-making processes and influence and contribute to fisheries management and development outcomes. The workshop stressed the importance of supporting knowledge mobilization and transfer, leadership capabilities (of both men and women), research partnerships, use of effective communication tools (including new technologies and social media), and platforms and networks for experience sharing and collaboration. These aspects were mainly discussed in the context of strengthening existing organizations and ensuring that the necessary institutional structures and capacities are in place to secure sustainable small-scale fisheries.
- An e-consultation⁵ on *Implementing the Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication* was held on 11 November – 2 December 2013 to collect and share views, experiences and contributions on how the SSF Guidelines can be implemented effectively once finalized and adopted. The consultation was hosted by the discussion facility of the Global Forum on Food Security and Nutrition (FSN) and was structured around three related topics: (i) Partnering for implementation – roles of different actors and stakeholders; (ii) Information and communication – promoting experience sharing and collaboration, and (iii) Challenges and opportunities – needs for support and interventions. The e-consultation received a total of 71 contributions from participants from all regions of the world, representing governments, academia and research institutions, CSOs and NGOs, cooperatives and associations, technical cooperation agencies, UN and international organizations, the private sector as well as independent experts.

12. Other events contributing to the understanding of how the future SSF Guidelines can be implemented include the *First Regional Symposium on Sustainable Small-Scale Fisheries in the Mediterranean and the Black Sea*, organized by the General Fisheries Commission for the Mediterranean (GFCM) in Malta on 27-30 November 2013⁶, and the *Sub-regional Workshop to Strengthen the Capacity of Artisanal Fisheries Professional Organizations in the Countries of North Africa* held in Tunisia in September 2013⁷. Both these meetings emphasized the need for creating and supporting regional and national platforms for small-scale fishers and fish workers as part of the future implementation of the SSF Guidelines once finalized and approved.

13. There are also several highly relevant ongoing initiatives with which synergies are being explored and that will inform the implementation process, including, for example, the Too Big To Ignore (TBTI) research network and knowledge mobilization partnership. The TBTI was established to elevate the profile of small-scale fisheries and to develop research and governance capacity to address global fisheries challenges⁸. There will also be continuing links to and collaboration with the implementation of the VG Tenure and the Right to Food Guidelines. Lessons learnt from these initiatives will inform the future SSF Guidelines implementation as will the content of the Tenure and Fishing Rights – A Global Conference on rights-based approaches for fisheries (UserRights2015).

⁵ See www.fao.org/fsnforum/forum/discussions/SSF_Guidelines.

⁶ See www.ssfsymposium.org.

⁷ This workshop was organised by the FAO Sub-regional Office for North Africa, WWF and *Association Tunisienne pour le Développement de la Pêche Artisanale* (ATDEPA).

⁸ See toobigtoignore.net.

SUPPORT TO SUSTAINABLE SMALL-SCALE FISHERIES: PROPOSAL FOR A GLOBAL ASSISTANCE PROGRAMME

14. At its Twenty-ninth Session, the Committee agreed to the establishment and implementation of a Global Assistance Programme along the thematic areas proposed in Document COFI/2011/8 on *Good practices in the governance of small-scale fisheries: sharing of experiences and lessons learned in responsible fisheries for social and economic development*. These thematic areas are reflected in the contents of the Chairperson's text of the SSF Guidelines and are in line with the outcomes of the Thirtieth Session of the Committee, the proposal described below suggests providing the recommended support to small-scale fisheries within the framework of the implementation of the SSF Guidelines subject to their finalization and approval.

15. The following is proposed for the implementation of the SSF Guidelines:

- The overall *strategic approach* for implementation of the SSF Guidelines should build on the inclusive and consensus-seeking spirit and environment that characterized the development process of the SSF Guidelines so far. Accordingly, future implementation of the SSF Guidelines should be based on participation and partnerships, with implementation anchored at the national and local levels within a framework of regional and international collaboration, awareness raising, policy support and capacity development. This will require support to and collaboration with many different actors including governments, development agencies and international financing institutions, NGOs, academia, civil society and the private sector.
- A Global Assistance Programme should be established covering *four main streams of activities*, which can be translated into interrelated programme components:
 - i) Raising awareness: knowledge products and outreach;
 - ii) Strengthening the science-policy interface: sharing of knowledge and supporting policy reform; and
 - iii) Empowering stakeholders: capacity development and institutional strengthening.

In addition, these components should be complemented by one dealing with overall implementation and coordination issues as well as with progress monitoring:

- iv) Supporting implementation: programme management, collaboration and monitoring.
- The FAO Secretariat has taken a lead role in facilitating the SSF Guidelines development process so far and it would appear opportune that FAO continues to play a role in their implementation. It is hence proposed that the Global Assistance Programme be *coordinated and implemented by FAO* in close collaboration with partners and supported by dedicated extrabudgetary funding. It should however be noted that the Programme would need to be complemented by collaboration with and support from other initiatives in order to bring about substantial and sustainable results.

16. The SSF Guidelines are global in scope and provide a broad policy framework. To facilitate their implementation, there will be a need for a *strategic approach* that includes practical guidelines at regional and national levels that take local circumstances into consideration. Governments, NGOs and CSOs should be encouraged to initiate such processes and to support collaborative and inclusive approaches at the national and local levels. Countries may consider creating special multi-stakeholder platforms at the national level that support and facilitate local SSF Guidelines implementation. Moreover, interdisciplinary partnerships will be required to ensure that the holistic approach promoted in the SSF Guidelines is implemented, i.e. considering all three pillars of sustainability (environmental, social and economic), involving men and women in the whole fisheries value chain and accruing benefits both within and outside fishing communities that contribute to food security and poverty eradication. This multidisciplinary and cross-sectoral perspective needs to be reflected in the national level processes of multi-stakeholder platforms and the development of national and sub-national implementation strategies.

17. Exchanges of implementation experiences and lessons learned will be important to optimize implementation effectiveness. Adaptive management should be applied to activities and initiatives in support of the SSF Guidelines. The Global Assistance Programme can play an important role in facilitating such processes and experience sharing as well as in supporting participatory monitoring.

18. The aim of the strategic approach should be to have the principles of the SSF Guidelines mainstreamed in policies, strategies and actions at international, regional, national and local levels. Progress has in fact already been made in this respect and the SSF Guidelines are referred to in several ongoing policy processes, e.g. in the African Union draft 'Policy framework and reform strategy for fisheries and aquaculture in Africa' to be presented to the 2nd Conference of African Ministers of Fisheries and Aquaculture (CAMFA II) in 2014, the report of the UN Special Rapporteur on the Right to Food presented at the 67th Session of the UN General Assembly⁹ in 2012, the Farmers' Forum¹⁰ of the International Fund for Agricultural Development since 2012 and in the Framework Document of the World Bank led Global Partnership for Oceans initiative¹¹.

19. Mainstreaming is also important in the context of FAO's work. The evaluation of FAO's support to the implementation of the CCRF, carried out in 2012¹², suggested that more efforts should be given to advocacy for implementation of the CCRF. The recommendations referring to CCRF implementation are also relevant for the implementation of the SSF Guidelines. Accordingly, elements of the SSF Guidelines implementation should be embedded in all relevant FAO projects so that they become an integral part of the FAO programme of work. It will also be important that FAO advocates for adequate consideration and inclusion of the small-scale fisheries perspective in the international arena, particularly in areas of FAO mandate and interest such as food security and ocean management. Donors of extrabudgetary resources should be sensitized in this respect. Collaboration with the implementation programmes of other instruments will be essential, in particular with the VG Tenure and Right to Food Guidelines.

20. Within the framework of the *strategic directions* discussed above and based on the SSF Guidelines development process and the e-consultation, it is proposed that the *structure of the Global Assistance Programme* encompasses three main components supported by an additional one component dealing with programme management and monitoring. These four components, related key activities and expected outputs are outlined below.

Component 1: Raising awareness and providing policy support: knowledge products and outreach.

21. The SSF Guidelines can in fact only be implemented if those concerned and able to make a difference are aware of their existence and understand their contents. Considerable efforts will be required to raise awareness of the SSF Guidelines and to enhance the knowledge among all relevant stakeholders at different levels. Partnerships will play a crucial role in this to ensure that all stakeholders are reached.

22. In line with the recommendations by the CCRF evaluation, FAO should engage strategically with actors and partners to influence their policies and funding priorities towards supporting SSF Guidelines implementation. Potential actors and partners include both those in the fisheries arena, such as regional fishery bodies, government fisheries departments and development assistance partners, and those in related fields, e.g., environmental and welfare NGOs, Regional Economic Communities (RECs) and national cross-sectoral planning and coordination agencies.

23. More specifically, activities under this component could include:

- Development of implementation guides (e.g. on different topics and for different countries and regions, as required).

⁹ See www.srfood.org/images/stories/pdf/officialreports/20121030_fish_en.pdf

¹⁰ See www.ifad.org/farmer/2014/pip_2.pdf

¹¹ See www.globalpartnershipforoceans.org.

¹² The report is available at www.fao.org/docrep/meeting/026/me173e.pdf.

- Translation of the SSF Guidelines into local languages and development of popular versions, videos etc. targeted at different stakeholder groups.
- Use of social media, including blogs and discussion groups, and ‘champions of change’ and ‘SSF Guidelines ambassadors’.
- Provide assistance and information to relevant meetings, conferences, etc. at international, regional and national levels.

24. The expected outputs from these activities would be to create a broad awareness and understanding of the SSF Guidelines, across regions and countries as well as among different stakeholder groups – including politicians, government officials, development workers and experts, NGOs staff, and small-scale fishing community members. This awareness will be fundamental for continued action and provide a basis for other impact-oriented implementation support.

Component 2: Strengthening the science-policy interface: sharing of knowledge and supporting policy reform.

25. In addition to enhanced awareness of the SSF Guidelines, there is also a need to better understand and recognize the importance of small-scale fisheries and their current and potential contribution to food security and poverty eradication. To elevate the small-scale fisheries sector on the policy agenda, argumentations should be supported by data and information. The promotion of knowledge generation and information sharing will be important. This would be another important remit of an FAO Global Assistance Programme but that would need strong support from partners in, inter alia, academia and close collaboration with initiatives such as the TBTI network.

26. This component will thus address the need for a strengthened knowledge base and promote policy reforms – using the available knowledge – for sustainable resource management combined with social and economic development. By adopting a holistic approach, activities will include the full range of perspectives, e.g. value chain analysis, gender equality, and disaster risk and climate change considerations. Accordingly, the Global Assistance Programme should contain activities to:

- Identify, analyze and document existing best practices and lessons learnt with regard to participatory management systems and holistic approaches integrating resource management and a livelihoods perspective, including traditional and local management systems and knowledge.
- Carry out case studies providing practical examples of human rights based approaches to fisheries management and local development (i.e. practical implementation of the SSF Guidelines in selected locations).
- Promote collaboration and exchange of experiences between different research initiatives on small-scale fisheries governance and development as well as increased interaction between researchers and fishing communities.
- Provide technical support and assistance for reviews and revisions of policy and legal frameworks creating enabling frameworks for SSF Guidelines implementation.

27. The expected output from this component would be an increased understanding of the issues, challenges, opportunities and approaches relevant to achieving the sustainable use of aquatic resources and secure livelihoods. This improved understanding should be translated into guidance that can be widely disseminated and utilised. Policy documents at national and regional levels would make reference to the SSF Guidelines and their principles and contents be mainstreamed in relevant governance, resource management and development strategies and plans.

Component 3: Empowering stakeholders: capacity development and institutional strengthening.

28. Small-scale fishers, fishworkers and their communities should be effective partners in implementation activities – both in their planning and when carried out. This will require attention to organizational structures and modalities for fair and effective representation. Capacity development should be the backbone of SSF Guidelines implementation. Developing capacity is closely linked to empowerment and to ensuring that small-scale fisheries actors and communities are able to take an active role in shaping the future of the sector and of their own livelihoods.

29. Capacity development will hence be required at different levels, for different stakeholder groups and with respect to different skills and abilities. It would appear that a basic requirement is the strengthening of organisational capacity among small-scale fisheries actors and communities but also capability development on behalf of government officials and others involved in the sector, its development and governance. Activities under a Global Assistance Programme in this respect could include:

- Identification of needs for organisational development and strengthening, at fishing community level as well as national and regional networks levels, and provision of support accordingly.
- Assistance to communities and their organizations to establish cross-sectoral linkages, partnerships and dialogue with government agencies, research institutions and other development partners as required for addressing identified development and resource management needs.
- Sensitization and training of government officials and development partners in issues related to SSF Guidelines implementation, in particular with regard to a human-rights based approach to development and participatory management of natural resources.

30. By providing support to capacity development and institutional strengthening, the Global Assistance Programme intends to create some of the key building blocks for a long-term process of continuous improvement of the situation of small-scale fisheries and increased contribution of the sector to food security and poverty eradication. Governments and fishing communities will be able to work jointly, and together with other stakeholder groups, towards ensuring secure and sustainable small-scale fisheries for the benefit of small-scale fishers, fish workers and their communities as well as for society at large.

Component 4: Supporting implementation: programme management, collaboration and monitoring.

31. For Programme management and for promoting joint efforts and experience sharing with partners, activities within this component could cover:

- Development of a results-based Programme management framework including baseline information and provisions for adaptive management.
- Promotion of implementation experience exchanges and collaborative planning through international and regional meetings and web-based information sharing applications. Accordingly, a mechanism to allow for participatory and inclusive discussions on best practices with a view to accelerate learning across countries and different regions of the world will be established.
- Support the development of a comprehensive implementation monitoring system and report on implementation progress to FAO Member States and through publications, as appropriate.

32. This component is expected to provide results in the form of transparent and efficient Programme management and strengthened collaboration leading to overall more effective implementation of the SSF Guidelines. Publicizing implementation outcomes is also expected to increase the awareness of the SSF Guidelines and hence create a virtuous circle of events.

33. With regard to *implementation modalities*, it is suggested that the Global Assistance Programme be established with a *Programme Secretariat* based in FAO. This Secretariat would consist of a core of dedicated staff who would plan and oversee programme activities on a day-to-day basis. The Secretariat would work closely with other relevant projects and programmes of FAO, other Rome-based agencies and other development partners. The Secretariat would encourage partnerships and support the preparation of project proposals to be submitted for funding, in particular with regard to demand driven technical support at regional and national levels.

34. It is expected that many activities would be implemented in close collaboration with partners and the role of the Secretariat would often be one of facilitation rather than direct implementation. However, at the same time, it would be important that the Programme Secretariat has access to

funding within the Programme budget to ensure that core tasks and functions can be carried out. Accordingly, it is proposed that the Programme has an initial duration of five years and includes funding for at least two professional staff, administrative support and consultants, and an operational budget for publications and knowledge products, travel, training, meetings, and pilot activities and case studies.

35. It is suggested that the Programme Secretariat would be guided by a *Programme Steering Committee* consisting of a selection of partners, including representatives from various stakeholder groups, including small-scale fishers, fishworkers and their communities.

36. *Monitoring and SSF Guidelines implementation oversight* will be required. With reference to the proposed component (iv) of the Programme (see paragraph 15 above), the Programme Secretariat will develop mechanisms for monitoring of Programme activities and results and also support reporting on overall implementation progress. Monitoring and evaluation procedures for the Global Assistance Programme itself will be based on FAO standards for results-based monitoring and comply with donor requirements. The Programme Steering Committee will also play a role with regard to Programme oversight in order to ensure transparency and accountability.

37. FAO will report to FAO Member States on progress in the implementation of the SSF Guidelines. The Committee on World Food Security could support the monitoring processes, complemented by monitoring mechanisms of the UN human rights system, such as the Special Rapporteur on the Right to Food and the Committee on Economic, Social and Cultural Rights.

WAY FORWARD

38. The Fisheries and Aquaculture Department solicits the Committee's support for the finalization of the Chairperson's text of the SSF Guidelines.

39. The Department also seeks advice on how to move the development, establishment and implementation of a Global Assistance Programme forward. More specifically, the Committee is invited to provide guidance on the following:

- the proposed strategic direction, components and implementation modalities of the Global Assistance Programme and its governance structure;
- the funding of such a Global Assistance Programme and
- any other SSF related initiatives FAO should pursue within its new strategic framework.

SUGGESTED ACTION BY THE COMMITTEE

40. The Committee is invited to:

- (a) consider the Chairperson's report of the Technical Consultation on the International Guidelines for Securing Sustainable Small-Scale Fisheries (COFI/2014/Inf.10)
- (b) consider and finalize the Chairperson's text of the Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication included in Document COFI/2014/Inf.10.
- (c) consider the proposed outline of a Global Assistance Programme and advise on activities to support secure and sustainable small-scale fisheries, including the future implementation of the SSF Guidelines – subject to their finalization - and the mobilization of extrabudgetary resources within the new strategic framework of FAO.