

# MarinTrust MEL System

## Overview

In 2017, MarinTrust launched the Monitoring, Evaluation and Learning (MEL) system to demonstrate to stakeholders and the general public the impact of its programmes (including MarinTrust, MarinTrust CoC and MarinTrust IP) on the global marine ingredient supply chain. The MEL Baseline report was released in 2018 to allow subsequent reports to identify key areas of success as well as areas for improvement. The aim is to allow MarinTrust to demonstrate changes over time and how measures implemented through the MEL system have impacted the standard programme.

An annual MEL report aims to provide an overview of the MarinTrust MEL system, an update on any changes implemented over the previous year, and a review of how MarinTrust is realising its statement of change to 'improve the global responsibility of the sourcing (including fisheries) and production of marine ingredients'.

The Theory of Change Table on the next page details all of the indicators used as part of the MEL system and are measured against individual targets each year. A summary of findings are reported every year in the MarinTrust MEL report and are also outlined within the MEL system Excel, an outline of which is included from page 3 in this document.

| Impacts  |   |  |  |  |   |   |   |
|--|---|--|--|--|---|---|---|
| <b>Improve the global responsibility of the sourcing (incl. fisheries) and production of marine ingredients</b>  |   |  |  |  |   |   |   |
| 2. Impacts evaluation; 3. MEL Report   |   |  |  |  |   |   |   |
| <b>More marine ingredient factories reduce effects on the environment to an acceptable* level</b>  |   | <b>More marine ingredient factories become socially responsible*</b>   |  | <b>More fisheries used as sources of marine ingredients, reduce effects on the environment to an acceptable* level</b>   |   | <b>More fisheries used as sources of marine ingredients, become socially responsible*</b>   |   |
| 4. Certified 'units': 1) number of MarinTrust certified units, 2) % of global production certified by MarinTrust, 3) number of MarinTrust CoC certified units.; 5. Current, relevant MOU's and agreements.   |   |  |  |  |   |   |   |
| Outcomes   |   |  |  |  |   |   |   |
| <b>Responsible producers of Marine Ingredients able to gain &amp; maintain long-term market access</b>   |   |  |  |  |   |   |   |
| 7. Re-certification of those due; 8. Satisfaction of certificate holders; 9. Applicants citing market access as an incentive for applying to MarinTrust  |   |  |  |  |   |   |   |
| <b>Certified producers able to demonstrate responsible supply of Marine Ingredients</b>  |   |  |  |  |   |   |   |
| 10. Fishery/ Factory certificates and reports are uploaded on the MarinTrust website; 11. Marine Ingredient users (stakeholders) are aware of MarinTrust certification and Approval; 9. Applicants citing market access as an incentive for applying to MarinTrust |   |  |  |  |   |   |   |
| <b>Globally relevant and credible MarinTrust Standards</b>   |   | <b>Credible Assurance System</b>   |  | <b>Accessibility to MarinTrust Standards</b>   |   |   |   |
| 5. Current, relevant MOU's and agreements; 12. Relevant Fisheries with an applicable Standard under MarinTrust; 13. Compliance with the ISEAL Standard Setting Code; 58. Variation requests from CBs have a direct influence on procedural changes.                |   | 14. Compliance with the ISEAL Assurance Setting Code; 15. CB's ISO 17065 certified; 16. MarinTrust QMS; 17. GSSI comparability   |  | 18. Volume of approved/accepted raw material mixed landings, volume of compliant raw material produced; 19. Number of new and current Improvers Programme Applicants and graduates; 20. Number of languages of materials (i.e. documentation) used in Marine Ingredients Factories; 21. Languages used for the MarinTrust Standard/ Guidelines; 22. Application costs as a barrier for reduction fisheries; 23. Certificate Holders perceive good accessibility to the MarinTrust Standards; 58. Variation requests from CBs have a direct influence on procedural changes; 59. Remote audits approved as part of the MarinTrust programme; 60 Global scope of CBs (auditors). % of CB auditors in countries with certified sites present. |   |   |   |
| Outputs/ Impacts   |   |  |  |  |   |   |   |
| <b>Standard revision</b>   |   | <b>Monitoring, Evaluation and Learning</b>   |  | <b>Revision of Assurance processes</b>   | <b>Improver Programme</b>   |   |   |
| 13. Compliance with the ISEAL Standard Setting Code; 24. SSC and GB meeting attendance and feedback  |   | 25. Compliance with the ISEAL Impacts Code; 2. Impacts evaluation; 3. MEL Report; 24. SSC and GB meeting attendance and feedback |  | 14. Compliance with the ISEAL Assurance Setting Code   | 26. Potential Applicants know of the IP existence and understand the requirements and benefits; 19. Number of new and current Improvers Programme Applicants and graduates; 27. Retention of those on the Improvers Programme (from 12 months earlier); 28. Delisted in the last 12 months; 29. Milestones reached on or ahead of time in the last 12 month; 30. Satisfaction of those on IP; 31. Those in target areas applying; number and volume of production; 32. Stakeholders consider the Improvers Programme sufficiently rigorous and successful to maintain support |   |   |
| <b>Stakeholder engagement</b>  | <b>Research and Info</b>  | <b>Training</b>  | <b>Advocacy &amp; awareness in industry</b>  |  | <b>Advocacy &amp; awareness in government</b>   | <b>Support &amp; advice</b>   | <b>Work with partners to ensure a path to sustainability is available to fisheries</b>  |
| 33. Stakeholders attending events/ meetings and providing feedback; 34. Stakeholders represented within the value chain  | 35. Staff FTE with research expertise/ responsibility; 36. Research studies commissioned; 37. Research contacts | 38. Assessors and auditors are up-to-date with training; 39. MarinTrust staff training   | 33. Stakeholders attending events/ meetings and providing feedback; 40. Enquiries to join the IP as a result of advocacy and awareness in industry in the last 12 month; 41. Mapping of target audiences for advocacy and awareness; 42. Potential Applicants aware of the existence and benefits of MarinTrust certification, approval and IP; 43. External press releases concerning MarinTrust with specific info on any misrepresentation and follow up on any negative press. Decrease misrepresentation in the press; 44. Applications to certification, approval or IP as a result of advocacy and awareness in industry; 55. Social media presence: Number of followers on LinkedIn and key topics with the most views/likes/shares; 57. Information and collaboration sessions or workshops with relevant downstream companies. |  | 45. Events/ meeting attended by key governments; 46. Countries where legislative/ policy barriers exist to application to Improver Programme, and/or approval; 47. Governments targeted   | 48. Recording handling of queries i.e. they have been dealt with in a 'reasonable' timeframe. Record any new topics of comments and suggestions; 56. Complaints are dealt with sufficiently i.e. any official complaints are closed out within the appropriate timeframe; 57. Information and collaboration sessions or workshops with relevant downstream companies. | 5. Current, relevant MOU's and agreements; 6. Movement up the sustainability; 61. Number of approved whole fish and by-product stocks; 62. Fishery standards recognised as part of the MarinTrust standard. |

\* aligned to the MarinTrust Standard

| Theory of change               |  | No. | Indicator/Metric   | Data Rsp.[1] | Freq.  | Means/ Methods   | Notes  | Prty [2] | Test Assumptions [3]  | 2020 data [4]   |
|--------------------------------|--|-----|--|--------------|--------|--|--|----------|---|---|
| <b>Evaluation and Learning</b> | Evaluation and Learning  | 1   | Review of MEL report with recommended improvements and those implemented | EC           | Annual | Stakeholder consultation/ workshop   |  | H        | —   | The MEL findings from 2019 were reported and presented to the GBC during a workshop in June 2020. During this session the GBC members were also given the opportunity to guide further work as part of the MEL and Impacts. MarinTrust carried out a review of the Theory of Change in Oct 2020 in line with feedback from the GBC.   |
| <b>Impacts</b>                 | Improve the global responsibility of the sourcing (incl. fisheries) and production of marine ingredients | 2   | Impacts evaluation   | IM           | Annual | Contracted independent studies to carry out a 'real world' check e.g. on critical issues | Write a request/ proposal through ISEAL website and other platforms for contractor to do Impacts Evaluation. Rolling programme e.g. fish env, fact env, fish soc, fact soc | H        | <b>A48</b> <i>We are improving the global responsibility in real and measurable ways.</i> | Phase 1 of the impacts research has been completed and additional follow up investigations into these findings carried out by an external consultant with audit experience. The next stage is to incorporate the metrics within the V3.0 development process (changed from V2.1) and also investigate the practicalities of measuring these in a factory setting in more detail. This will also involve baseline measurements of specific metrics. The progress of the impacts evaluation work has been somewhat delayed however this will link more directly to the standard development in the longer term. |
|                                |  | 3   | MEL Report   | IM           | Annual | Report produced using MEL database   | Based on MEL Plan and MEL database   | H        | <b>A48</b> <i>We are improving the global responsibility in real and measurable ways.</i> | The MEL report for 2019 was released in June 2020 and a public summary included in the Annual Report.   |
| <b>Outputs</b>                 | Monitoring, Evaluation and Learning  | 3   | MEL Report   | IM           | Annual | Report produced using MEL database   | Based on MEL Plan and MEL database   | H        | —   |   |

| Theory of change |   | No. | Indicator/Metric   | Data Rsp.[1] | Freq.  | Means/ Methods   | Notes   | Prty [2] | Test Assumptions [3]  | 2020 data [4]  |
|------------------|---|-----|--|--------------|--------|--|---|----------|---|--|
| Impacts          | More marine ingredient factories reduce effects on the environment [5] to an acceptable[6] level                      | 4   | Certified 'units':<br>1) number of MarinTrust certified units,<br>2) % of global production certified by MarinTrust,<br>3) number of MarinTrust CoC certified units. | DO           | Annual | From existing database – and cross-reference with IFFO data. Check any anomalous data. | CHs will be required to provide annual production data (add terms to application forms). Introduce vol. production into CoC requirements. Social and environmental metrics to be incorporated into V3.0 of standard. *Indicator amended in 2021 review. | H        | <b>A45</b> <i>Being able to gain and maintain market access leads to benefits to the environment.</i> | 1) 153 MarinTrust certified sites, 71 MarinTrust CoC certified sites<br>2) MarinTrust certification covers 51% of global trade<br>*includes fishmeal and fish oil certified marine ingredients. Some production data based on estimates. |
| Impacts          | More fisheries used as sources of marine ingredients, reduce effects on the environment [5] to an acceptable[6] level | 4   |  |              |        |  |   |          |   |  |
| Impacts          | More marine ingredient factories become socially responsible  | 4   |  |              |        |  |   |          |   |  |
| Impacts          | More fisheries used as sources of marine ingredients, become socially responsible                                     | 4   |  |              |        |  |   |          |   |  |
| Outcomes         | Globally relevant and credible MarinTrust standards   | 5   | Current, relevant MOU's and agreements   | CEO/EC       | Annual | Scheduled review to ensure MOU's are still relevant and effective                      | Doesn't necessarily need to be an MOU   | M*       | <b>A33</b> <i>MarinTrust standards are known about and influential.</i>                               | Ongoing work impacted by Covid-19 therefore little progress towards the MOUs has been made in 2020.  |

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|------------------|---|-----|--|--------------|---------------|--|--|----------|---|--|
| Inputs           | Work with partners to ensure a path to sustainability is available to fisheries               | 5   | Current, relevant MOU's and agreements                                     | CEO/EC       | Annual        | Scheduled review to ensure MOU's are still relevant and effective  |  | M*       | <i>A47 That potential partners are willing to work with MarinTrust to ensure the path to sustainability.</i>                  |  |
|                  | Work with partners to ensure a path to sustainability is available to fisheries               | 6   | Movement up the sustainability ladder                                      | FM           | Every 2 years | Review to monitor movement up ladder   | i.e. at least 1 factory/fishery moves up each rung of respective ladders and eventually at least 1 IP stakeholder has moved up the ladder as far as possible e.g. Panama (i.e. to be certified). | M*       | —   | In the past 24 months 59 new by-products became MarinTrust approved and 6 MarinTrust Fisheries became MSC certified.   |
| Outcomes         | Responsible producers of marine ingredients able to gain and maintain long-term market access | 7   | Re-certification of those due  | OM           | Annual        | Applicants database + MEL database   | Analysis of those who drop-out / delisted is important. If not 100% - explain why  | M*       | <i>A43 Market differential experienced by certified producers is sufficient for them to gain and maintain certification.</i>  | Exact % unknown due to staff changes and insufficient reporting.   |
| Outcomes         | Responsible producers of marine ingredients able to gain and maintain long-term market access | 8   | Satisfaction of certificate holders  | DO           | Annual        | Survey for certified producers, e.g. % satisfied/ v. satisfied. Perceived benefits of certification  | Use appropriate sampling techniques, multiple choice question, closed questions etc.   | M        | <i>A40 Demonstrating responsibility of marine ingredients production is recognised/valued by the market.</i>                  | In the certified sites survey sent out in Jan 2021, respondents were asked 'How satisfied are you with MarinTrust certification?' as a percentage. The average answer was 81% (n=42). On the Standard application form applicants were asked, 'If you are applying for re-certification, how satisfied are you with MarinTrust certification?' These are the results from the applicants who answered this question in 2020/21 (n=19): 0-25%: 5%, 25-50% 11%, 50-75%: 26%, 100%: 58% |
| Outcomes         | Responsible producers of marine ingredients able to gain and maintain                         | 9   | Applicants citing market access as an incentive for applying to MarinTrust | DO           | Annual        | Survey of certified users and those newly certified – reasons, did they join due to seeing market benefits of others or for other reasons? | Application forms used for a while before returning to surveys as they are deemed more suitable for collecting relevant data.  | H        | <i>A42 Market differential experienced by certified producers is sufficient to encourage others to take necessary action.</i> | Everyone who completed the certified sites survey said that gaining or maintaining market access was an important factor in why they applied to MarinTrust, with 26% saying it was important and 74% saying it was very  |

| Theory of change |  | No.       | Indicator/Metric  | Data Rsp.[1] | Freq.   | Means/ Methods  | Notes  | Prty [2] | Test Assumptions [3]  | 2020 data [4]  |
|------------------|--|-----------|---|--------------|---------|---|--|----------|---|--|
|                  | long-term market access  |           |   |              |         |   |  |          | <i>A44 Producers' environmental and social performance is not primarily driven by other influences.</i><br><i>A39 The market sufficiently favours certified marine ingredients.</i> | important; data from those who replied to the survey sent out in Jan 2021 (n=42). On the Standard application form in 2020/21 when asked 'What do you hope to achieve by gaining IFFO RS/MarinTrust certification?' 63% of applicants who answered this question said gaining market access was very important; 27% said it was important and 9% said it was not important or applicable (n=33). |
| <b>Outcomes</b>  | Certified producers able to demonstrate responsibility of marine ingredients | <b>9</b>  | % Applicants citing market access as an incentive for applying to MarinTrust                | DO           | Annual  | Survey – reasons, did they join due to seeing market benefits of others or for other reasons?   | Need to define geographic ranges in surveys  | <b>H</b> | <i>A41 It is market access that is driving the change (rather than legislation, etc.).</i>  |  |
| <b>Outcomes</b>  | Certified producers able to demonstrate responsibility of marine ingredients | <b>10</b> | MarinTrust fishery/ factory certificates and reports are uploaded on the MarinTrust website | OM           | Ongoing | New certificates uploaded to MarinTrust website within 1 working day from receiving them from the CB. Expired / suspended certificates removed swiftly. Tracker in applicant database |  | <b>H</b> | <i>A34 Information on certified producers is readily available to interested parties.</i>   | On the whole, this target was met. Website is up-to-date as Melissa has been doing a lot of checking. The applicant database is being updated also by Melissa but some information is not correct, however, the applicant database is currently being improved and will make tracking much easier and link with the fishery assessments.   |
| <b>Outcomes</b>  | Certified producers able to demonstrate responsibility of marine ingredients | <b>11</b> | Marine ingredient users (stakeholders) are aware of MarinTrust certification                | DO           | 2 years | Survey including CoC and retail – aware of / request / favour certified material?   |  | <b>H</b> | <i>A38 The market is sufficiently aware of certification.</i>   | Of the 22 respondents to the stakeholders survey sent out in Jan 2021, only four answered the question 'Were you aware of the MarinTrust standard for marine ingredients prior to receiving this survey?', all of them answering Yes. There was only one respondent to the potential applicants survey who said that they were aware of all three MarinTrust programmes.                         |
| <b>Outcomes</b>  | Globally relevant and credible MarinTrust standards                          | <b>12</b> | Relevant fisheries with an applicable standard under MarinTrust                             | FM           | Annual  | FAO database, MarinTrust fisheries database   | -Fisheries<br>-By-products<br>-Aquiculture<br>-Mixed fisheries<br>-Multi-species to come in the future | <b>M</b> | <i>A33 MarinTrust standards are known about and influential.</i>  | The multispecies assessment criteria was revised based on peer review comments and a second version produced. This was then provided to the Gulf of Thailand multispecies fishery stakeholders to gain further feedback in the context of the fishery. This revised version was approved   |

| Theory of change |   | No.       | Indicator/Metric                                 | Data Rsp.[1] | Freq.  | Means/ Methods   | Notes   | Prty [2] | Test Assumptions [3]   | 2020 data [4]   |
|------------------|---|-----------|--|--------------|--------|--|---|----------|--|---|
|                  |   |           |  |              |        |  |   |          |  | by the MPSG in Oct 2020. The Gulf of Thailand fishery was accepted onto the IP in Oct 2020.   |
| <b>Outcomes</b>  | Globally relevant and credible MarinTrust standards | <b>13</b> | Compliance with the ISEAL Standard Setting Code  | ARM          | Annual | ISEAL membership and evaluations   |   | <b>H</b> | —  | Continued maintaining compliance to the Standard Setting Code.  |
| <b>Outputs</b>   | Standard revision                                   | <b>13</b> | Compliance with the ISEAL Standard Setting Code  | ARM          | Annual | ISEAL independent evaluation 2020.   |   | <b>H</b> | <i>A23 Revision increases or maintains relevancy and credibility.</i>  |   |
| <b>Outcomes</b>  | Credible Assurance System                           | <b>14</b> | Compliance with the ISEAL Assurance Setting Code | ARM          | Annual | ISEAL Membership and evaluations   |   | <b>H</b> | <i>A35 MarinTrust has a credible assurance system (including traceability and Chain-of-Custody).<br/>A36 Information on the assurance system is readily available to interested parties.</i> | Work towards compliance to the Assurance Code was ongoing during 2020 in preparation for Q1 of 2021.  |
| <b>Outputs</b>   | Revision of assurance processes                     | <b>14</b> | Compliance with the ISEAL Assurance Setting Code | ARM          | Annual | ISEAL Membership and independent evaluation.   | MarinTrust schedule for reviewing/ revising its assurance process | <b>H</b> | <i>A23 Revision increases or maintains credibility.<br/>A24 Revision improves data quality for MEL.</i>  |   |
| <b>Outcomes</b>  | Credible Assurance System                           | <b>15</b> | CB's ISO 17065 accredited                        | CEO          | Annual | 3 <sup>rd</sup> party annual review  |   | <b>H</b> | <i>A35 MarinTrust has a credible assurance system (including traceability and Chain-of-Custody).<br/>A36 Information on the assurance system is readily available to interested parties.</i> | Submission of Assurance Code compliance in March 2021 will determine this, however, we are currently maintaining full compliance.   |
| <b>Outcomes</b>  | Credible Assurance System                           | <b>16</b> | MarinTrust QMS                                   | ARM          | Annual | 3 <sup>rd</sup> party annual review + internal audit/review. We will be holding x2 QMS review meetings a year and minutes of these meetings (and |   | <b>H</b> | <i>A35 MarinTrust has a credible assurance system (including traceability and Chain-of-Custody).<br/>A36 Information on</i>  | No IAC meeting were held in 2020. Ongoing work instead has been discussed with consultants for support in its development and have had meetings with specific internal staff on an individual basis to discuss QMS document updates and |

| Theory of change |                                       | No.       | Indicator/Metric  | Data Rsp.[1] | Freq.  | Means/ Methods  | Notes   | Prty [2]  | Test Assumptions [3]   | 2020 data [4]  |
|------------------|---------------------------------------|-----------|---|--------------|--------|---|---|-----------|--|--|
|                  |                                       |           |   |              |        | action points) will be recorded.  |   |           | <i>the assurance system is readily available to interested parties.</i>  | changes. Pressures on resources also due to the global pandemic have also delayed the review and publication of the QMS, however, it is aimed to be fully updated and published by Q1 of 2021.   |
| <b>Outcomes</b>  | Credible Assurance System             | <b>17</b> | GSSI comparability  | CEO          | Annual | 3 <sup>rd</sup> party annual review                                       | MarinTrust standard does not completely fit GSSI scope so only relevant aspects assessed. | <b>L</b>  | <b>A35</b> MarinTrust has a credible assurance system (including traceability and Chain-of-Custody).<br><b>A36</b> Information on the assurance system is readily available to interested parties. | The GSSI benchmark has been used to produce a comparison document for the MarinTrust fishery assessment and the multispecies pilot criteria. Other work is ongoing.  |
| <b>Outcomes</b>  | Accessibility to MarinTrust standards | <b>18</b> | Volume of approved/ accepted raw material mixed landings, volume of compliant raw material produced | FM           | Annual | Audit reports to request data e.g. S. Africa. Multispecies pilot project. | V3.2 mixed fisheries  | <b>M</b>  | —  | The second version of the MS criteria was approved by the MPSG in Oct 2020 and provided to the applicants for additional feedback and to use for the revised assessment against the GoT mixed-trawl fishery. During the review process, the context of the GoT fishery was considered and the stakeholders of the fishery were directly involved in the process. The Gulf of Thailand FIP was accepted onto the MarinTrust IP. |
| <b>Outcomes</b>  | Accessibility to MarinTrust standards | <b>19</b> | Number of new and current Improver Programme applicants and graduates                               | IM           | Annual | IP database   | 1 <sup>st</sup> graduate anticipated for 2022   | <b>M*</b> | —  | There have been no new sites accepted onto the IP due to restrictions imposed in response to the Covid-19 pandemic. One new FIP has been accepted onto the IP (Gulf of Thailand).  |
| <b>Outputs</b>   | Improver Programme                    | <b>19</b> | Number of new and current Improver Programme applicants and graduates                               | IM           | Annual | Application forms   |   | <b>H</b>  | <b>A27</b> Potential applicants perceive benefits to join.   |  |
| <b>Outputs</b>   | Improver Programme                    | <b>19</b> | % of those applicable on IP able to 'graduate' in last 12 months                                    | IM           | Annual | Milestone reports, audits   | Milestone report done externally  | <b>M*</b> | <b>A29</b> Those on the Improver Programme 'graduate' to apply and become MarinTrust certified.  |  |



| Theory of change |                                       | No. | Indicator/Metric   | Data Rsp.[1] | Freq.          | Means/ Methods  | Notes  | Prty [2] | Test Assumptions [3]  | 2020 data [4]   |
|------------------|---------------------------------------|-----|--|--------------|----------------|---|--|----------|---|---|
| Outcomes         | Accessibility to MarinTrust standards | 20  | % marine ingredient factories with materials available in useable language                 | CEO          | When necessary | Internal study/ discussion  | Needs research (one-off study) including into language constraints.          | L        | —   | Languages used for the MarinTrust standard maintained.  |
| Outcomes         | Accessibility to MarinTrust standards | 21  | Languages used for the MarinTrust Standard/ Guidelines                                     | CEO          | When necessary | Ongoing feedback  | Guidance needed for future languages if additions are deemed necessary       | L        | —   | Languages used for the MarinTrust standard maintained.  |
| Outcomes         | Accessibility to MarinTrust standards | 22  | Application costs as a barrier for reduction fisheries.                                    | CEO          | Annual         | % or direct feedback. Feedback from industry and partners – Survey. | Indicator amended in 2021. Baseline estimated value based on best knowledge. | L        | —   | No information to suggest this has changed however it has been agreed following the MEL review that this indicator is not providing sufficiently useful information and it is not easy to interpret or quantify. Therefore, this indicator will be replaced with a more specific indicator for 2021.  |
| Outcomes         | Accessibility to MarinTrust standards | 23  | Certificate holders perceive good accessibility to the MarinTrust standards                | DO           | Annual         | Survey – Perception of accessibility and barriers to standard       |  | H        | <i>A37 Accessibility is what prevents more producers from demonstrating responsible supply.</i>                       | In the certified sites survey sent out in January 2021, respondents were asked about their experiences when applying to MarinTrust in relation to the following: costs associated with application; meeting the standard requirements; getting support from industry; getting support from government; getting support from MarinTrust; cultural and/or language barriers. The overall percentage of 'straightforward' responses was 54% (n=42). Further information on the breakdown of the responses can be found on the MarinTrust website here. |
| Outputs          | Standard revision                     | 24  | GBC meeting attendance and feedback. Stakeholders deem the MarinTrust MEL system valuable. | OM/IM        | Annual         | Meeting attendance, responses to revision consultation              | Outline for revision of standard   | L*       | <i>A18 Appropriate stakeholders including those within the SSC &amp; GBC are appointed &amp; engage in revisions.</i> | % of attendees in last 12 months: GBC: 94% (May 2020), GBC: 75% (Oct. 2020). TAC: 80% (April 2020) In the survey sent out in Jan 2021, stakeholders were asked, 'To what extent do you deem the MarinTrust MEL System valuable?' The results from the applicants  |

| Theory of change |                                     | No. | Indicator/Metric  | Data Rsp.[1] | Freq.         | Means/ Methods   | Notes                            | Prty [2] | Test Assumptions [3]  | 2020 data [4]   |
|------------------|-------------------------------------|-----|---|--------------|---------------|--|----------------------------------|----------|---|---|
| Outputs          | Monitoring, Evaluation and Learning | 24  | GBC meeting attendance and feedback. Stakeholders deem the MarinTrust MEL system valuable.  | OM/IM        | Annual        | Meeting attendance. Survey – linked to webinar with questions and report release |                                  | H        | <i>A19 Stakeholders (CBs / SSC / GBC etc.) agree, understand, participate in and value the MEL system.</i>  | who answered this question are below (n=18): Don't know: 11%, I am not aware of the MEL System: 17%, Somewhat valuable: 11%, Very valuable: 61%   |
| Outputs          | Monitoring, Evaluation and Learning | 25  | Compliance with the ISEAL Impacts Code  | ARM/ IM      | Annual        | ISEAL independent evaluation.  |                                  | H        | <i>A20-21 MEL system informs necessary changes to the MarinTrust standards and assurance system. A22 MEL system produces understanding of outcomes and impacts.</i> | Work has been carried out by the Impacts manager to work towards compliance against improvement clauses and external Impact assessment work continued. The peer review of the impacts code has been moved to 2021.  |
| Outputs          | Improver Programme                  | 26  | Potential applicants know of the MarinTrust IP and understand the requirements and benefits | IM           | Every 2 years | Surveys and direct communication.  |                                  | H        | <i>A25 Potential applicants know of its existence. A26 Potential applicants understand what it means including requirements and benefits.</i>                       | Insufficient data: only one person responded to the potential applicants survey sent out in Jan 2021, who did respond that they were aware of the Improver Programme. Because of GDPR we were unable to email as many people as we would have liked. The survey was posted on LinkedIn. In future it could be good to post the survey on the website to capture interested parties. |
| Outputs          | Improver Programme                  | 27  | Retention of those on the Improver Programme (from 12 months earlier)                       | IM           | Annual        | Milestone reports/ IP database   | Milestone report done externally | H        | <i>A28 Those on IP perceive sufficient benefits to meet Action Plan milestones.</i>   | 100% retention on the Improver Programme.   |
| Outputs          | Improver Programme                  | 28  | % delisted in the last 12 months  | IM           | Annual        | Milestone reports. Direct contact with sites and IP database.                    |                                  | H        | —   | 0% delisted from the Improver Programme.  |

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|------------------|------------------------|-----|--|--------------|--------|---|---|----------|--|---|
| Outputs          | Improve Programme      | 29  | Milestones reached on or ahead of time in the last 12 months   | IM           | Annual | Milestone reports   | Milestone report done externally  | H        | —  | As there are now a number of accepted FIPs on the IP, it has become clear that this indicator is not suitable or practical as each action plan is structure differently and measures against different milestones. It is proposed that from now on this indicator looks at maintaining compliance to the IP. For 2020, all FIPs due to be reviewed maintained compliance on the IP.   |
| Outputs          | Improve Programme      | 30  | Satisfaction of those on the Improve Programme   | IM           | Annual | Direct meeting/ contacts  | e.g. % satis/v. satis with cost, benefit, etc. Note that sample is limited at present | H        | —  | Insufficient data: next year we should have a bigger pool of sites on the Improve Programme, so we should have firmer idea of customer satisfaction.  |
| Outputs          | Improve Programme      | 31  | Those in target areas applying; number and volume of production where appropriate                    | IM/DO        | Annual | Stakeholder mapping for IP/ consultation  | CEO to discuss more specific target areas   | M        | <b>A30</b> <i>Accessibility is enhanced for the correct demographic through targeting.</i>   | New applications from Ecuador and Thailand were received in 2020 and the production vols collected from the application forms to start building up the production database for the IP.  |
| Outputs          | Improve Programme      | 32  | Stakeholders consider the Improve Programme sufficiently rigorous and successful to maintain support | IM/DO        | Annual | Direct dialogue/ emails with stakeholders and potentially surveys if appropriate - measuring ongoing support through positive public statements | Needs to be a positive assessment as well as absence of negative feedback.            | H        | <b>A31</b> <i>Stakeholders consider the IP sufficiently rigorous and successful to maintain support.</i>   | In the certified sites survey sent out in January 2021, respondents were asked about the credibility of the MarinTrust Programme following the development of the Improve Programme. The results are as follows (n=42):<br>No opinion: 26%<br>I do not view the credibility of the MarinTrust Programme differently: 17%<br>The MarinTrust Programme is less credible as a result: 2%<br>The MarinTrust Programme is more credible as a result: 55% |
| Inputs           | Stakeholder engagement | 33  | Stakeholders attending events/ meetings and providing feedback                                       | OM           | Annual | Events/meetings attended by key stakeholder groups. Database of events/ stakeholder feedback forms / survey                                     | Identify key stakeholder groups for each year.  | M*       | <b>A1</b> <i>Stakeholders will engage, and engagement is only asked when relevant and required.</i><br><b>A2</b> <i>Stakeholders understand what is being asked of them.</i> | The following meetings/ conferences were attended by MarinTrust in 2020:<br>• Seafood Task Force Meeting in Bangkok<br>• North Atlantic Seafood Forum in Norway<br>The following remote events were attended by MarinTrust in 2020:<br>• IFFO Conference<br>• IP webinars for Thailand and Oman   |

| Theory of change |                                    | No. | Indicator/Metric   | Data Rsp.[1] | Freq.   | Means/ Methods   | Notes  | Prty [2] | Test Assumptions [3]  | 2020 data [4]   |
|------------------|------------------------------------|-----|--|--------------|---------|--|--|----------|---|---|
| Inputs           | Advocacy and awareness in industry | 33  | Stakeholders attending events/ meetings and providing feedback | OM           | Annual  | Attendance records/ affiliation                                      | Identify key stakeholder groups  | M*       | <b>A10</b> Advocacy and awareness raising is effective.   | <ul style="list-style-type: none"> <li>• EU Fishmeal meeting</li> <li>• GBC Workshop on the MEL</li> </ul> Due to the Covid-19 pandemic MarinTrust did not host any in person workshops in 2020, with the majority of events being carried out remotely. It is possible that a larger number of meetings reached a broader audience due to the fact that no one could travel. Feedback from the attendees has not been collected. |
| Inputs           | Stakeholder engagement             | 34  | Stakeholders represented within the value chain                | CEO          | Annual  | Stakeholder records/ mapping exercise                                | Needs list to be updated annually  | H        | <b>A3</b> The scope of stakeholder engagement is representative of the full value chain.  | MarinTrust stakeholders cover 100% of the value chain.  |
| Inputs           | Research and Information           | 35  | Staff FTE with research expertise/ responsibility              | EC           | Ongoing | Staff job descriptions, GSSI benchmarking (external)                 | Enough staff who understand relevant research  | M        | —   | Staff with sufficient research expertise retained. Additional consultants commissioned for related projects.  |
| Inputs           | Research and Information           | 36  | Research studies commissioned                                  | EC           | Annual  | Records, publications, press releases. Contractor/ universities      | To include:<br>1) Standard<br>2) Assurance<br>3) Impacts<br>Potential projects related to IP | M        | <b>A5</b> Research well planned, well designed and provides useful and accurate information.                                    | The following research projects were commissioned during 2020:<br>Review of shortlisted social and environmental metrics.<br>Blockchain KDEs project with SeaTrace<br>Training sessions with CBs on MarinTrust V2.0, CoC V2.0 and the fishery assessment.   |
| Inputs           | Research and Information           | 37  | Research contacts  | IM           | Ongoing | Contacts/ stakeholder database                                       | Needs list to be reviewed annually   | H        | <b>A4</b> MarinTrust has the capacity (research links with universities etc.) to undertake and/or commission research required. | A closer working relationship was initiated with Javier Igarashi who will continue to help with standard development, training and other impacts related work.  |
| Inputs           | Training                           | 38  | Assessors and auditors are up-to-date with training            | CEO          | Ongoing | Training schedule from CB's. Certificates of training where relevant |  | L*       | <b>A6</b> CB's want or need support, training and guidance.<br><b>A7</b> Training is targeted and effective.                    | Training for CBs maintained with additional training given for V2.0 of the Chain of Custody standard and the onboarding of a new CB (Lloyds Register).  |
| Inputs           | Training                           | 39  | MarinTrust staff training                                      | CEO          | Annual  | Training provided when necessary                                     |  | M        | <b>A6</b> CB's want or need support, training and guidance.<br><b>A7</b> Training is targeted and effective.                    | MarinTrust staff are provided with the appropriate training when necessary.   |

| Theory of change |                                    | No. | Indicator/Metric  | Data Rsp.[1] | Freq.   | Means/ Methods                                      | Notes   | Prty [2] | Test Assumptions [3]   | 2020 data [4]   |
|------------------|------------------------------------|-----|---|--------------|---------|---|---|----------|--|---|
| Inputs           | Advocacy and awareness in industry | 40  | Enquiries to join the MarinTrust programme as a result of advocacy and awareness in industry in the last 12 months  | OM/IM        | Ongoing | Enquiry list/ database and reasons for application. | Needs target audiences to be identified in industry   | M        | <i>A10 Advocacy and awareness raising is effective.</i>  | Ongoing discussions are being held with Vietnam and Oman stakeholders about the IP. There have also been enquiries for Turkey and Georgia relating to the IP with potential interest from Indonesia.  |
| Inputs           | Advocacy and awareness in industry | 41  | Mapping of target audiences for advocacy and awareness  | CEO          | Annual  | Mapping exercise                                    |   | H        | <i>A8 Target audiences identified and well understood, including knowledge of where awareness is inadequate.</i>   | Communication has been maintained with Thailand and Vietnam and new connections made with Oman. Initial talks began again with Turkey and Georgia as potential new IP applicants.   |
| Inputs           | Advocacy and awareness in industry | 42  | Potential applicants aware of the existence and benefits of MarinTrust certification and IP   | DO/IM        | Annual  | Survey and direct communications.                   | Will vary with geographic regions. Clients of Industry, Feed producers, traders. Will have global variations (GlobalScan) | H        | <i>A8 Target audiences identified and well understood, including knowledge of where awareness is inadequate. A9 Appropriate methods of communication are used.</i> | Insufficient data: next year we should have a bigger pool of sites on the Improver Programme, so we should have firmer idea of customer satisfaction.   |
| Inputs           | Advocacy and awareness in industry | 43  | External press releases concerning MarinTrust with specific info on any mis-representation and follow up on any negative press. Decrease mis-representation in the press. | IM/CD        | Annual  | Press release database                              | Indicator amended in 2021 review. If not accurate then will not be counted as positive or negative.                       | H        | —  | In 2020 MarinTrust recorded 80 external press releases related to one of the MarinTrust programmes. These included: 44 positive press articles, 3 negative press articles, 33 general articles. MarinTrust released 14 press releases and 1 call for proposals or public consultations in 2209. |

| Theory of change |                                      | No. | Indicator/Metric  | Data Rsp.[1] | Freq.  | Means/ Methods                                      | Notes  | Prty [2] | Test Assumptions [3]   | 2020 data [4]   |
|------------------|--------------------------------------|-----|---|--------------|--------|---|--|----------|--|---|
| Inputs           | Advocacy and awareness in industry   | 44  | Applications for certification or IP as a result of advocacy and awareness in industry                | OM/DO        | Annual | Survey for new applicants                           | Why they joined? What could be easier? What was useful? What benefits do they see? Barriers and motivation for approval/certification/ IP application. | M        | <b>A10</b> Advocacy and awareness raising is effective.  | On the Standard application form in 2020/21 applicants were asked if help and advice from local industry influenced their decision to apply to the MarinTrust Programme. Results below (n=30): Helpful: 23%, N/A: 33%, Not helpful at all: 10%, Very helpful: 33%<br>This question was not included on the IP application form, so should be added this year.<br>In the certified sites survey sent out in January 2021, respondents were asked about their experiences of getting support from the industry when applying to MarinTrust. The results are as follows (n=42): Straightforward: 52%, Difficult: 29%, Very difficult: 7%, N/A: 12% |
| Inputs           | Advocacy and awareness in government | 45  | Events/ meetings attended by key governments  | CEO/EC       | Annual | MEL database  | Identify key governments for each year   | M        | <b>A12</b> Governments will listen.  | Meetings were had with industry and governmental officials in Oman regarding the IP and further meetings help with Thailand officials related to the Gulf of Thailand FIP.  |
| Inputs           | Advocacy and awareness in government | 46  | Countries with legislative/ policy barriers to application to Improver Programme and/or certification | EC           | Annual | Non-conformities in Audits, IP Milestone reports    | As a direct result of applicant going to government. Set milestones/ objectives for each target government   | M*       | <b>A13</b> Governments will make the necessary changes.  | Due to restrictions, planned meetings have been postponed. This is also a potential issue that has been flagged in Turkey which MarinTrust are currently in initial discussions about.  |
| Inputs           | Advocacy and awareness in government | 47  | Governments targeted  | CEO/EC       | Annual | Mapping exercise: reviewed annually                 |  | H        | <b>A14</b> That advocacy with governments is needed.<br><b>A11</b> Target governments identified and well understood including knowledge of where awareness is inadequate. | Meetings were had with industry and governmental officials in Oman regarding the IP and further meetings help with Thailand officials related to the Gulf of Thailand FIP.  |
| Inputs           | Support and advice                   | 48  | Recording handling of queries i.e. they have been dealt   | OM           | Annual | New Queries, complaints and misrepresentation excel | Indicator amended in 2021.   | H        | <b>A15</b> Support and advice is relevant and useful.<br><b>A16</b> Support and  | The query database has not been completed for 2020 due to staffing capacity. It has also been agreed to adapt this indicator to make it more practical.   |

| Theory of change        |   | No. | Indicator/Metric   | Data Rsp.[1] | Freq.                 | Means/ Methods  | Notes  | Prty [2] | Test Assumptions [3]                         | 2020 data [4]  |
|-------------------------|---|-----|--|--------------|-----------------------|---|--|----------|--|--|
|                         |   |     | with in a 'reasonable' timeframe. Record any new topics of comments and suggestions. |              |                       |   |  |          | <i>advice is given to those who need it.</i> |  |
| Negative and Unintended | Small-scale or less-developed producers disadvantaged                               | 49  | Approved factories/ producers below a specified size                                 | IM           | When deemed necessary | Research project proposal (Masters) looking at the spread of MarinTrust material compared to global supply in terms of size of production | Define size for comparison by production vol. (ex. <1000 tonnes per year).     | M        | —  | A working definition for large, medium and small producers has been implemented (High: 30,000+, Medium: 10,000-29,000, Low: 0-9,999). This will be used to start implementing specific research projects to consider this indicator. |
| Negative and Unintended | Innovation suppressed for CB's and/or certificate holders                           | 50  | Research suppression of innovation   | IM           | When deemed necessary | Application to ISEAL and other relevant platforms.  | Ask ISEAL for guidance on measuring this Link with other orgs eg. MSC, ASC     | L        | —  | No additional sources of funding have been secured however a few options have been discussed internally by management during 2020. This has also been delayed due to re-allocation of resources.                                     |
| Negative and Unintended | Increased cost associated with certification leads to reduction in employment       | 51  | Factories and fisheries: employment per tonne at different stages of the process     | IM           | When deemed necessary | Research project proposal (Masters) Where evidence shows reduced employment, follow up with survey.                                       | Possible idea: Interviews of approx. 5 producers for an in-depth study (ISEAL) | M        | —  | Work has not yet been initiated on this project, however the GBC has discussed this and provided feedback related the initial stages for investigation. Work will continue on this during 2021.                                      |
| Negative and Unintended | Increased efficiency associated with certification leads to reduction in employment | 51  | Factories and fisheries: employment per tonne at different stages of the process     | IM           | When deemed necessary | Research project proposal (Masters) Where evidence shows reduced employment, follow up with survey.                                       | Possible idea: Interviews of approx. 5 producers for an in-depth study (ISEAL) | M        | —  |  |
| Negative and Unintended | Oversupply of certified marine ingredients leads to loss of business                | 52  | Certified marine ingredients sold as such compared to the demand                     | DO           | When deemed necessary | Define quantity sold as MarinTrust (% or vol.) by country   | Strategy review, market research   | M        | —  | Work has not yet been initiated on this project, however the GBC has discussed this and provided feedback related the initial stages for investigation. Work will continue on this during 2021.                                      |

| Theory of change               |  | No. | Indicator/Metric  | Data Rsp.[1] | Freq.  | Means/ Methods  | Notes | Prty [2] | Test Assumptions [3]  | 2020 data [4]  |
|--------------------------------|--|-----|---|--------------|--------|---|-------|----------|---|--|
|                                | by certified producers   |     |   |              |        |   |       |          |   |  |
| <b>Negative and Unintended</b> | Oversupply of certified marine ingredients leads to loss of business by certified producers          | 53  | Certified producers satisfied with market access/opportunity to sell products as MarinTrust certified | DO           | Annual | Survey – satisfaction and market access of CHs        |       | <b>M</b> | _____   | In the certified sites survey sent out in Jan 2021, respondents were asked 'To what extent does being MarinTrust certified affect your market access and/or opportunity to sell certified material?' Results are below (n=42):<br>Do not know: 5%<br>It does not affect it: 2%<br>It improves it a lot: 55%<br>It improves it somewhat: 38%  |
| <b>Negative and Unintended</b> | Increasing the accessibility for some leads to a decrease in accessibility or credibility for others | 54  | % of certified producers feel MarinTrust is less credible as a result of Improver Programme           | IM           | Annual | Survey of perception of credibility of MarinTrust/ IP |       | <b>L</b> | <b>A32</b> <i>Increasing the accessibility for some doesn't decrease accessibility or credibility for others.</i> | In the certified sites survey sent out in Jan 2021, respondents were asked about the credibility of the MarinTrust Programme following the development of the Improver Programme. The results are as follows (n=42):<br>No opinion: 26%<br>I do not view the credibility of the MarinTrust Programme differently: 17%<br>The MarinTrust Programme is less credible as a result: 2%<br>The MarinTrust Programme is more credible as a result: 55% |



| Theory of change |   | No. | Indicator/Metric   | Data Rsp.[1] | Freq.  | Means/ Methods   | Notes  | Prty [2] | Test Assumptions [3]  | Baseline 2021   |
|------------------|---|-----|--|--------------|--------|--|--|----------|---|---|
| Inputs           | Advocacy and awareness in industry                  | 55  | Social media presence: No. of followers on LinkedIn and key topics with the most views/ likes/shares.                | CD           | Annual | News database with records of social media posts.  | Other social techniques for press articles   | H        | <b>A10</b> Advocacy and awareness raising is effective  | Identify the main topics that people are looking at on social media (LinkedIn). For example, in 2021 communication related to NAPA (mentioning MarinTrust) were very popular. |
| Inputs           | Support and advice                                  | 56  | Complaints are dealt with sufficiently i.e. any official complaints are closed out within the appropriate timeframe. | OM           | Annual | Complaints database with details of resolution if relevant.  |  | H        | —   | New complaints database created to formerly monitor complaints or other enquiries. 0 complaints recorded for 2021.  |
| Inputs           | Advocacy and awareness in industry                  | 57  | Information and collaboration sessions or workshops with relevant downstream companies.                              | EC           | Annual | Record of all workshops or sessions with stakeholder companies sourcing marine ingredients or other non-producer companies and their location in the supply chain. |  | H        | <b>A8</b> Target audiences identified and well understood, including knowledge of where awareness is inadequate<br><b>A9</b> Appropriate methods of communication are used to raise awareness (i.e. using appropriate language at correct time to right people) | 24 workshops run in 2021 for stakeholders from aquaculture, feed companies, retailers, fish meal producers, retailers, NGOs, academics and other standards                    |
| Inputs           | Support and advice                                  | 57  | Information and collaboration sessions or workshops with relevant downstream companies.                              | EC           | Annual | Record of all workshops or sessions with stakeholder companies sourcing marine ingredients or other non-producer companies and their location in the supply chain. |  | H        | <b>A8</b> Target audiences identified and well understood, including knowledge of where awareness is inadequate<br><b>A9</b> Appropriate methods of communication are used to raise awareness (i.e. using appropriate language at correct time to right people) | 24 workshops run in 2021 for stakeholders from aquaculture, feed companies, retailers, fish meal producers, retailers, NGOs, academics and other standards                    |
| Outcomes         | Globally relevant and credible MarinTrust standards | 58  | Variation requests from CBs have a direct influence on procedural changes.   | ARM          | Annual | Record variation requests and note repeated requests in standard revision process.   | Identify variation requests submitted that have had a influence on standard development. | M        | <b>A37</b> Accessibility is what prevents more producers from demonstrating responsible supply  | Indicator agreed as: To monitor variation requests and include valid and consistent variations into the suggestion log within the 'complaints tracker V5' for implementation. |

| Theory of change |   | No.       | Indicator/Metric  | Data Rsp.[1] | Freq.         | Means/ Methods   | Notes  | Prty [2] | Test Assumptions [3]  | Baseline 2021  |
|------------------|---|-----------|---|--------------|---------------|--|--|----------|---|--|
| <b>Outcomes</b>  | Accessibility to MarinTrust standards   | <b>58</b> | Variation requests from CBs have a direct influence on standard revision or result in procedural changes. | ARM          | Annual        | Record variation requests and note repeated requests in standard revision process. | Identify variation requests submitted that have had a influence on standard development. | <b>M</b> | <i>A37 Accessibility is what prevents more producers from demonstrating responsible supply</i>              |  |
| <b>Outcomes</b>  | Accessibility to MarinTrust standards   | <b>59</b> | Remote audits approved as part of the MarinTrust programme.   | OM           | Annual        | Record remote audit requests from CBs.   |  | <b>M</b> | <i>A37 Accessibility is what prevents more producers from demonstrating responsible supply</i>              | RAR: 91 Approved<br>RAR: 1 Not approved<br>RARCoC:53 Approved<br>RAR ERA: 2 pilots |
| <b>Outcomes</b>  | Accessibility to MarinTrust standards   | <b>60</b> | Global scope of CBs (auditors). % of CB auditors in countries with certified sites present.               | CEO          | Annual        | Global map of auditor locations and certified sites.                               | Mapping of where we are and where we want to be and where CBs are                        | <b>H</b> | <i>A37 Accessibility is what prevents more producers from demonstrating responsible supply</i>              | 17 auditors in 9 countries. Map of CB auditors produced.                           |
| <b>Inputs</b>    | Work with partners to ensure a path to sustainability is available to fisheries | <b>61</b> | Number of approved whole fish and by-product stocks.  | FM           | Annual        | Fishery database with list of approved stocks (whole fish and by-products).        |  | <b>H</b> | —   | 260 Approved By-product stocks in 2021, 18 whole fish fisheries in 2021            |
| <b>Inputs</b>    | Work with partners to ensure a path to sustainability is available to fisheries | <b>62</b> | Fishery standards recognised as part of the MarinTrust standard.  | FM           | Every 2 years | Standards with formal recognition procedures against the MarinTrust standard.      | MSC + other fishery standards (e.g. GSSI standards)                                      | <b>M</b> | <i>A47 That potential partners are willing to work with MarinTrust to ensure the path to sustainability</i> | MSC  |

[1] This column shows who is responsible for data collection. In each case the MarinTrust Impacts Manager is responsible for oversight and ensuring that data is collected.

[2] This column shows the priority assigned to each indicator

[3] If an indicator tests a specific assumption in the Theory of Change, the assumption is outlined here.

[4] 2020 data has replaced baseline data from 2017 to increase indicator relevancy in line with an amended MEL

[5] 'environment' = physical and biosphere

[6] Acceptable defined as aligned to the MarinTrust standard requirements.

Repeat indicator applicable to multiple parts of the Theory of Change

| <b>Key</b> |                                       | <b>Priority</b> |                      |
|------------|---------------------------------------|-----------------|----------------------|
| MEL        | Monitoring, Evaluation and Learning   | <b>Key</b>      |                      |
| IM         | Impacts Manager                       | H               | High                 |
| ARM        | Assurance and Risk Manager            | M               | Medium               |
| IP         | Improver Programme                    | L               | Low                  |
| DO         | Data Officer                          | *               | Included efficiently |
| OM         | Operations Manager                    |                 |                      |
| EC         | Executive Chair                       |                 |                      |
| CD         | Communications Director               |                 |                      |
| CHs        | Certificate Holders                   |                 |                      |
| CoC        | Chain of Custody Standard             |                 |                      |
| MOU        | Memorandum of Understanding           |                 |                      |
| MSC        | Marine Stewardship Council            |                 |                      |
| ASC        | Aquaculture Stewardship Council       |                 |                      |
| BAP        | Best Aquaculture Practices            |                 |                      |
| FAO        | Food and Agriculture Organization     |                 |                      |
| GSSI       | Global Sustainable Seafood Initiative |                 |                      |
| MT         | Metric Tonnes                         |                 |                      |
| SSC        | Technical Advisory Committee          |                 |                      |
| GBC        | Governing Body Committee              |                 |                      |
| CBs        | Certification Bodies                  |                 |                      |
| FTE        | Full Time Equivalent                  |                 |                      |
| NC         | Non Conformance                       |                 |                      |