

THE CONSERVATION ALLIANCE FOR SEAFOOD SOLUTIONS

The Conservation Alliance for Seafood Solutions is a community of organizations that believe seafood production is a powerful driver of change for both the health and biodiversity of our oceans and the economic and social well-being of individuals and communities around the world.

In 2008, the Alliance developed the *Common Vision for Sustainable Seafood*, a roadmap that seafood businesses can use to develop and implement practices that support environmentally sustainable fishing and aquaculture. We have continued to evolve into a platform for the sustainable seafood community to build relationships, wrestle with differences of opinion and align in ways that advance the sector.

The Alliance has made progress in our first ten years. Global fishing and aquaculture practices have started to shift and there is growing recognition of the need to incorporate social and financial responsibility into seafood production as well.

As the challenges facing our oceans and the people who depend on them continue to grow, we recognized the urgent need to foster large-scale change as fast as possible. We knew it would take an even greater commitment to strategic and impactful collaboration to achieve our vision of a world in which seafood production is environmentally sustainable as well as socially and financially responsible.

In 2018, the Alliance launched a strategic planning process to determine how to better work together to achieve this vision. It was led by the Alliance Board with critical input from the broader community.

We set an ambitious goal that seeks to double our collective impact on the seafood supply chain in half the time. To achieve this goal, our community must influence markets and production geographies well beyond our historical reach. **We must learn faster, partner more broadly, behave more efficiently, and focus more strategically than we have in the past.** We must ground our decisions about work priorities in data and track our shared progress.

This executive summary provides an overview of the five-year strategic plan that emerged from that process.

**FOR MORE INFORMATION, PLEASE VISIT:
WWW.SOLUTIONSFORSEAFOOD.ORG.**

STRATEGIC PLAN EXECUTIVE SUMMARY

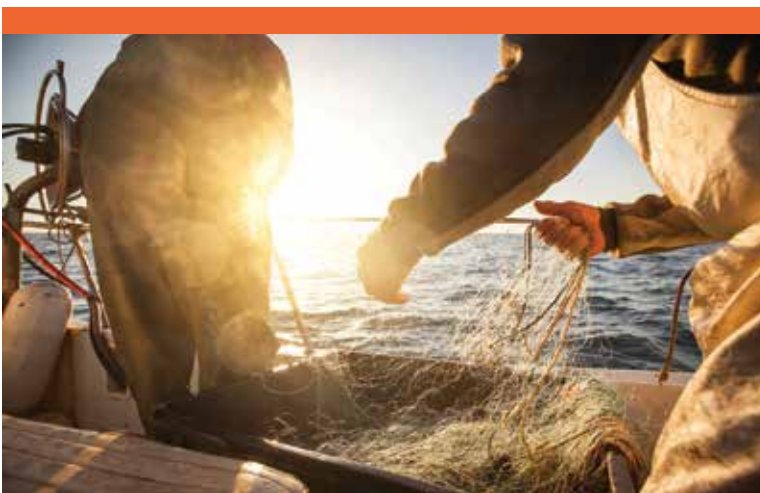
JANUARY 2020



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THE CONSERVATION ALLIANCE'S STRATEGIC PLAN (2020-2024)

SCOPE		The commercial production of seafood worldwide
VISION		A world in which seafood production is environmentally sustainable as well as socially and financially responsible
10-YEAR GOAL		By 2030, at least 75% of global seafood production is environmentally sustainable or making verifiable improvement, and adequate safeguards are in place to ensure social responsibility
APPROACH		Accelerate and increase the collective impact of our community



Consistent with the FAO, to be **environmentally sustainable**, the production of seafood must support abundant and healthy fish stocks; minimize environmental impact; and follow best management practices.

Consistent with the Monterey Framework for Social Responsibility, to be **socially responsible**, commercial fishing and farming must consider and incorporate the protection of human rights, dignity and access to resources; equitable opportunity to benefit and equity for all workers; and the improvement of food and livelihood security.

To be **financially responsible**, a fishery must be profitable (or on track to profitability) for fishers and other key stakeholders in the supply chain, and without dependence on public or private subsidies.

ACCELERATING AND INCREASING COLLECTIVE IMPACT

We developed a shared understanding of the changes that must happen to successfully transform the seafood supply chain so we can work together to:

IDENTIFY AREAS WHERE MULTIPLE ORGANIZATIONS ARE WORKING.

We facilitate alignment and efficiency among those organizations.

IDENTIFY AREAS WHERE NO ONE IS WORKING.

We foster initiatives and products in those areas.

ENSURE THAT EVERYONE WHO WORKS ON INFLUENCING THE SEAFOOD SUPPLY CHAIN IS INCLUDED.

We are a global hub for information-sharing, networking, and problem solving.

THREE CORE STRATEGIES

STRATEGY 1: SETTING CLEAR EXPECTATIONS AROUND SEAFOOD PRODUCTION

OBJECTIVE: *By 2030, the objectives and implementation of all efforts supported by the Alliance community (e.g., business commitments, improvement projects, governance reform efforts) incorporate environmental, social, and financial responsibility as fundamental elements of holistic success.*

The Alliance will work to set clear and common expectations around what it means to be environmentally sustainable and socially and financially responsible.

- **ENVIRONMENTAL SUSTAINABILITY.** We already serve as a platform for organizations to wrestle with differences of opinion around environmental performance. We will expand this role, working to ensure the community is aligned around definitions, standards, guidance and tools. We will also support the wide-scale application of these elements to better leverage the community's corporate relationships.
- **SOCIAL RESPONSIBILITY.** The incorporation of socially responsible practices in seafood production remains relatively rare. We will act as a connector and facilitator, allowing the sustainable seafood community to access the expertise of social responsibility-focused organizations and ensuring that work by both communities is mutually supportive.
- **FINANCIAL RESPONSIBILITY.** There is a growing recognition that environmentally sustainable and socially responsible fisheries must also be financially viable for long-term success. The Alliance will support emerging efforts to include the consideration of financial viability in the advancement of environmentally sustainable and socially responsible seafood production.

STRATEGY 2: ALIGNING ECONOMIC INCENTIVES AND POLICY REFORM EFFORTS

OBJECTIVE: *By 2030, alignment and complementarity between major buyer commitments and governance approaches are demonstrably and meaningfully advancing and supporting improvements in farmed and wild capture fisheries that supply the major buyers, such that those fisheries or farms are environmentally sustainable and socially responsible.*

Changes in seafood production practices on the water are typically driven by government policies and/or economic incentives. Market-based approaches that create economic incentives for behavior change can help create the pressure needed to improve government policies quickly and at a larger scale. Unfortunately, work in these two areas is rarely strategically aligned to create the greatest amount of impact.

The Alliance will help the community find ways to harmonize economic incentives and policy reform efforts in priority production geographies, commodities and/or production modes.



STRATEGY 3: USING SHARED DATA TO ASSESS NEEDS AND PRIORITIZE ACTIONS

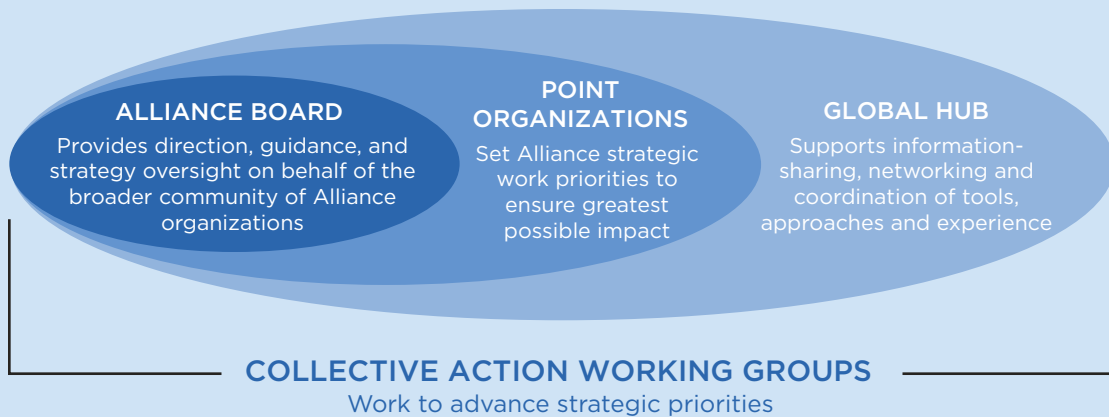
OBJECTIVE: *By the end of 2020 (and ongoing thereafter), the Alliance community is systematically using robust evidence to assess progress against the Theory of Change and make decisions that increase overall effectiveness and impact.*

The sustainable seafood community does not have a comprehensive data set to guide decision-making about our priorities. To successfully accelerate and increase our collective impact, the Alliance will develop and adopt a shared measurement system and data platform to:

- Help the community assess progress against its shared understanding of the changes that need to happen to successfully transform the seafood supply chain.
- Use that assessment to identify how individual and collective actions are aligning with priority needs and emerging opportunities.
- Make decisions about how to refine and readjust the Alliance's work in a way that creates efficiencies, fills gaps and maximizes impact.

THE ALLIANCE PARTICIPATION MODEL

In order to accelerate and increase our collective impact, the Alliance adopted a new participation model which will allow us to be more inclusive and intentional about our work.



THE 2018-2020 ALLIANCE BOARD

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Chief Executive Officer
FishWise

RICHARD BOOT
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FishChoice

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Fisheries in Transition
World Wildlife Fund - US

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