

CONSERVATION ALLIANCE
FOR SEAFOOD SOLUTIONS

STRATEGIC PLAN: 2020-2024

CONSERVATION ALLIANCE FOR SEAFOOD SOLUTIONS

JANUARY 2020

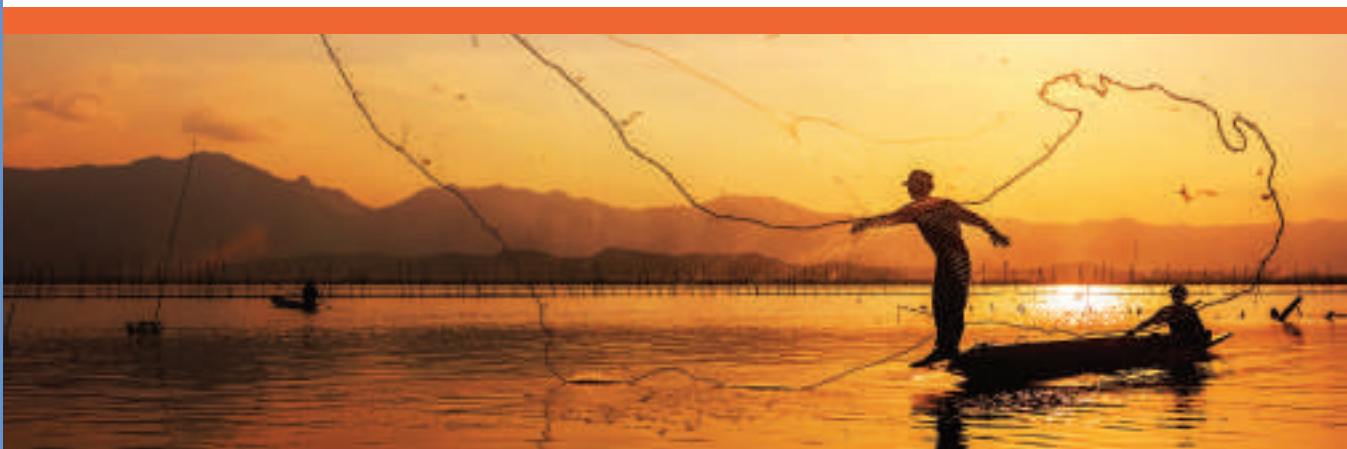


TABLE OF CONTENTS

INTRODUCTION	3
OUR FOCUS	5
Scope	5
Vision	5
Approach	6
10-Year Goal	7
OUR WORK, 2020-2024	8
Strategy 1: Norms and Guidance	8
Strategy 2: From Markets to Governance	8
Strategy 3: Evidence-Based Decision-Making	8
HOW WE WORK TOGETHER	10
HOW WE IMPROVE	11
APPENDIX A. Alliance Charter	13
APPENDIX B. Alliance Theory of Change	15
APPENDIX C. Alliance Participation Description	16
APPENDIX D. 2019 Alliance Board	21
ANNEX A. Elaborated Concepts for Each of the Alliance Strategies	23

INTRODUCTION

The seafood industry is a principle driver of the health of the world's oceans, employs and supports nearly 60 million workers, is a primary means by which to ensure global food security, and directly affects countless local people and economies¹. According to the 2018 FAO report, *The State of the World's Fisheries and Aquaculture*, global fish production² was 171 million tons in 2016 (aquaculture representing approximately 50 percent), representing USD 362 billion in total first sale value (two-thirds from aquaculture production). Between 1961 and 2016, the average annual increase in global food fish consumption (3.2 percent) outpaced population growth (1.6 percent) and exceeded that of meat from all terrestrial animals combined (2.8 percent). In 2015, fish accounted for about 17 percent of animal protein consumed by the global population. Moreover, fish provided about 3.2 billion people with almost 20 percent of their average per capita intake of animal protein.

Given the tremendous environmental, social, and economic importance and impact of seafood production around the world, the Conservation Alliance for Seafood Solutions (the Alliance) was formed in 2008 to work with businesses across the seafood supply chain to adopt and advance commitments to sustainability. Today, the Alliance is comprised of over 40 conservation groups from North America, South America, Europe, and Japan. For the past ten years, the Alliance has served as an important platform for these organizations to come together to exchange information and ideas and work collaboratively to increase individual and collective efficiency and impact. Each organization participating in the Alliance today has environmental conservation as a primary goal and employs market-based approaches—often in conjunction with other strategies—to ensure seafood production advances toward sustainability rather than adversely affecting marine biodiversity and human well-being. We believe that this can be achieved faster, more efficiently, and at a greater scale if we work together. We rely on best available science, both individually and collectively, and seek to partner with or defer to other credible efforts wherever possible.

So far, the movement has made significant progress. According to the report, *Sustainable Seafood: A Global Benchmark*, produced by the Certification and Ratings Collaboration in early 2019, 25 percent of global production is certified or rated sustainable by Collaboration members (Figure 1). Much of this progress has been due to the Alliance's efforts, which have been guided by various valuable tools and frameworks including the *Common Vision for Sustainable Seafood*, which describes six steps companies can take to develop and implement a sustainable seafood policy. To further increase its overall collective impact, in 2018 the Alliance decided to develop a strategic plan that would lay out what exactly it sought to achieve and why, and how it would know if it was having success.

The Alliance engaged in a strategic planning process from July 2018 through October 2019. The process was led by the its eight-person Board and supported by a contracted team of specialists in seafood sustainability, strategic planning, and communications.

This document presents one of the products developed through that process: a 5-year Strategic Plan (2020-2024).

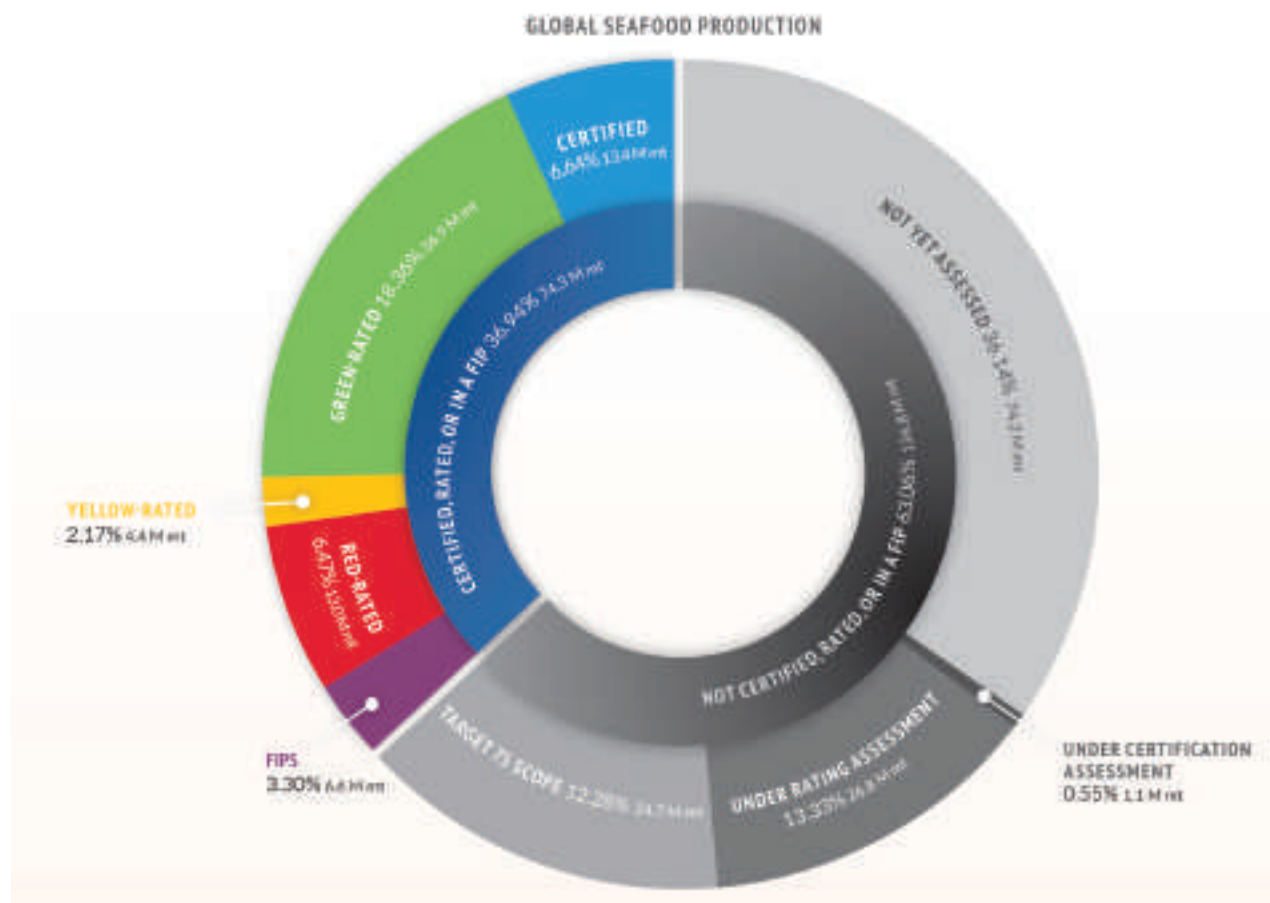
¹ Sustainable Seafood: A Global Benchmark. Certifications and Ratings Collaboration. 2019.

² Unless otherwise specified, where FAO data are cited in this document, the term "fish" indicates fish, crustaceans, mollusks and other aquatic animals, but excludes aquatic mammals, reptiles, seaweeds and other aquatic plants.

The Strategic Plan begins with the Alliance’s scope, vision, Theory of Change, and goals, and describes a proposed strategic approach for the next five years, including focal lines of strategic action and measurable objectives. It also provides an overview of how the Alliance will need to operate to execute its strategies. This document complements other products from the strategic planning process, including an Alliance Charter (Appendix A), Theory of Change (Appendix B), Operations Plan, Communications Strategy and Brand Brief, and an Adaptive Management Plan (to-be-developed 2020).

FIGURE 1.

The sustainability status of global seafood production, according to the report, *Sustainable Seafood: A Global Benchmark*, produced by the Certification and Ratings Collaboration in early 2019.



OUR FOCUS

SCOPE

The Alliance seeks to affect the commercial production of seafood worldwide.

Seafood production is global in scope, with production and trade linking all continents. According to the FAO's 2018 report, *State of the World's Fisheries and Aquaculture*, only 20 percent of seafood consumed in North America is produced domestically, with nearly 50 percent coming from Asia, almost 20 percent from Latin America and the Caribbean, and the remaining 13 percent from Europe, Oceania, and Africa. Europe (including Russia) is more self-sustaining, generating 63 percent of its seafood, with the remainder being sourced from North America, Latin America, Asia, Africa, and Oceania.

Ultimately, to ensure the long-term health of the world's oceans and sustain the human and marine life they support, commercial production of seafood globally must be environmentally sustainable and socially and financially responsible. While individual organizations that participate in the Alliance may work at local, national, and international levels, over the long term, we strive for global collective impact.

VISION

The Alliance envisions a world in which seafood production is environmentally sustainable and socially and financially responsible.

Ultimately, our vision is that seafood production contributes to a thriving future for the biodiversity (species and ecosystems) and people (workers, communities, and businesses) it affects.

More specifically, and 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 Responsibility³, 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 subsidies⁴.

³ Kittinger J, Teh L, Allison E, Bennett N, Crowder L, Finkbeiner E, Hicks C, Scarton C, Nakamura K, Ota Y, Young J, Alifano A, Apel A, Arbib A, Bishop L, Boyle M, Cisneros-Montemayor A, Hunter P, Cornu E, Levine M, Jones R, Koehn Z, Marschke M, Mason J, Micheli F, McClenaghan L, Opal C, Peacey J, Peckham S, Schemmel E, Solis-Rivera V, Swartz W, Wilhel T. 2017. Committing to socially responsible seafood. *Science* 356(6341): 912-13. Available from: <http://science.sciencemag.org/content/356/6341/912>.

⁴ Sampson, G. S. et al. Secure sustainable seafood from developing countries. *Science* , 504-506 (2015); Blomquist, J., Bartolino, V. & Waldo, S. Price premiums for providing eco-labelled seafood: evidence from MSC-certified cod in Sweden. *J. Agr. Econ.* **66**, 690-704 (2015); Stemle, A., Uchida, H. & Roheim, C. A. Have dockside prices improved after MSC certification? Analysis of multiple fisheries. *Fish. Res.* **182**,116-123 (2016).

APPROACH

The Alliance operates as a strategic catalyst to accelerate and expand collective impact.

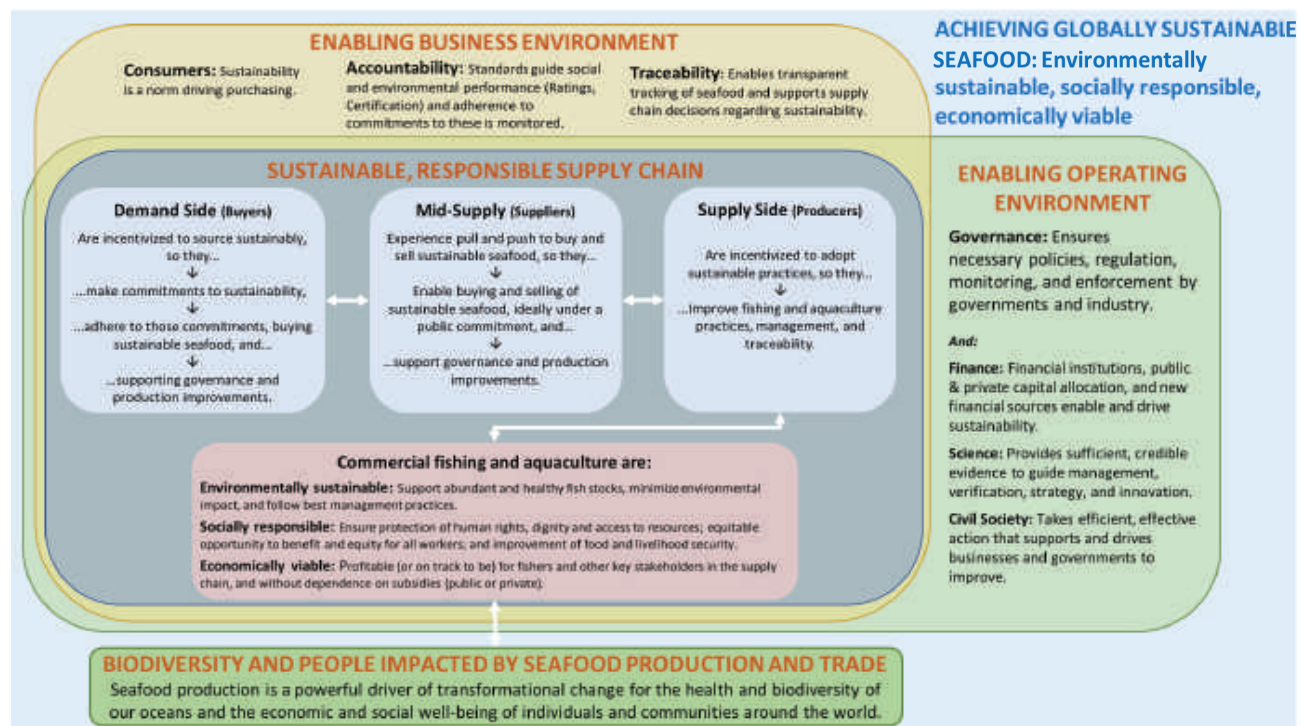
The Alliance works to advance a shared Theory of Change that aims to transform seafood markets by supporting and driving changes in the incentives and practices of seafood supply chain actors (Figure 2). The Alliance community, through individual, bilateral, multi-stakeholder, and community-wide efforts, does this directly through engagement of those actors and indirectly by influencing critical factors within the business and operating environments surrounding the seafood supply chain.

We do this by:

- **ALIGNING OUR WORK.** The Alliance facilitates alignment around priority elements within the Theory of Change to ensure that the individual efforts of our organizations add up to the greatest possible impact. We provide a platform for our community to have the tough conversations and make the difficult choices that are needed to harness our collective impact and bring about real change. We set ambitious targets and hold ourselves accountable with shared measurement approaches to track our progress and improve our work.
- **DEVELOPING AND FOSTERING INITIATIVES AND PRODUCTS TO ACCELERATE PROGRESS.** Designed to increase efficiency, remove barriers, and accelerate impact across the sector, these initiatives and products may be driven by the full Alliance, a subset of Alliance members and/or a partnership or engagement with other organizations or entities.
- **SERVING AS A GLOBAL HUB OF SUPPORT.** We serve as a hub for information-sharing, networking, and relationship-building so that all players working on influencing the seafood supply chain—both inside and outside of the Alliance—can connect, strengthen capacity, and effectively leverage tools, approaches, and experience.

FIGURE 2.

The Conservation Alliance for Seafood Solutions Theory of Change for advancing seafood production that is environmentally sustainable and socially and financially responsible.



10-YEAR GOAL

The Alliance aims to ensure that by 2030, at least 75 percent of global production is environmentally sustainable or making verifiable improvement, and adequate safeguards are in place to ensure social responsibility.⁵ The timing of this goal is aligned with the United Nation's Sustainable Development Goals.⁶

According to *Sustainable Seafood: A Global Benchmark* (2019):

- Approximately 14 percent of wild production is certified or green-rated, indicating a high level of environmental sustainability. Tuna and whitefish are the majority of the green-rated wild seafood. Certified seafood includes whitefish (pollock and cod), tuna, and demersal fishes, among others.
- Approximately 34 percent of farmed production is certified or green-rated, indicating a high level of environmental sustainability and social responsibility for the certified products. Seaweed and bivalves are the majority of the green-rated farmed seafood. Certified seafood includes best-performing salmon, trout, pangasius, and tilapia.

Together, and when considering current fishery improvement projects (FIPs), sustainable and improving seafood production represents nearly 30 percent of total global production. Therefore, an additional 45 percent will be needed to reach the Alliance goal⁷. At this time, baseline data are not available regarding the extent to which global seafood production is socially or financially responsible, but it is anticipated that very significant gains will be required in both of these arenas. Achieving this goal will require the Alliance community to influence markets and production geographies well beyond its historical reach which means that the community will need to learn faster, partner more broadly, behave more efficiently, and focus more strategically than it has in the past.

⁵ To show *verifiable improvement*, wild production must be under full assessment in the MSC program or in a fishery improvement project (FIP) that is making good progress (i.e., with a progress rating of A, B, or C using Fisheryprogress.org's FIP evaluation tool). Farmed production must be in a formal Aquaculture improvement project (AIP) supported by an Alliance member.

⁶ The Alliance Board agrees that the 2030 goal aligns with the timing of the United Nation's Sustainable Development Goals while leaving room for other targets to be set underneath this goal.

⁷ Both large- and small-scale fisheries will need to be engaged by Alliance organizations in order to meet the 10-year goal.

OUR WORK, 2020-2024

To achieve the Alliance's goal, consumers, buyers, and suppliers increasingly must demand, sell, and buy seafood that is sustainably and responsibly sourced, which will require overcoming an array of critical challenges in order to incentivize production improvements. Over the coming five years, the Alliance will employ three complementary strategies (Figure 3). These strategies are summarized briefly below and elaborated in greater detail in Annex A.

STRATEGY 1: NORMS AND GUIDANCE. The Alliance aims to be the credible global authority regarding norms (i.e., expected behavior or practice) and guidance (i.e., means to embed, achieve, demonstrate the expected behavior or practice) for ensuring strong environmental and social performance of seafood production and later, to ensure for financial viability. The Alliance would be the center of gravity for this work and will work to ensure all key actors are aligned regarding foundational definitions, standards, guidance and tools. Through this work, we will establish clear and common expectations against which supply chain behavior can be assessed and change can be supported.

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

STRATEGY 2: FROM MARKETS TO GOVERNANCE. The Alliance will work to harmonize market-based and governance approaches employed by its members when it would lead to bigger, faster impact, and where it would realize important efficiencies, particularly in the challenging contexts in which Alliance members are increasingly working. This work will target prioritized production geographies and/or commodities and/or production modes, with priorities set based upon information gathered and analyzed via Strategy 3, and through dialogue facilitated by the Alliance operating as a hub for the community.

STRATEGIC 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.

STRATEGY 3: EVIDENCE-BASED DECISION MAKING. The Alliance will develop and adopt systems and practices that help the community to monitor the state of progress against the Theory of Change, assess how its individual and collective actions are aligning with needs and opportunities, and refine its strategic approach to advancing sustainability in global seafood production. Strategy 3 will guide the selection of priorities for targeted action taken via Strategies 1 and 2. We will base this work on the best available science and information and we will be cognizant of international conventions and the global landscape in which our work is taking place.

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

FIGURE 3.

The three interdependent and complementary strategies of the Conservation Alliance, 2020-2024.



This work aims to complement the endeavors of the broader community, and success will result from individual, bilateral, multi-stakeholder, and community-wide efforts. As described earlier, the nature of Alliance action also will take different forms, ranging from information sharing and networking, to ensuring alignment across individual efforts, to joint initiatives that result in shared deliverables.

HOW WE WORK TOGETHER

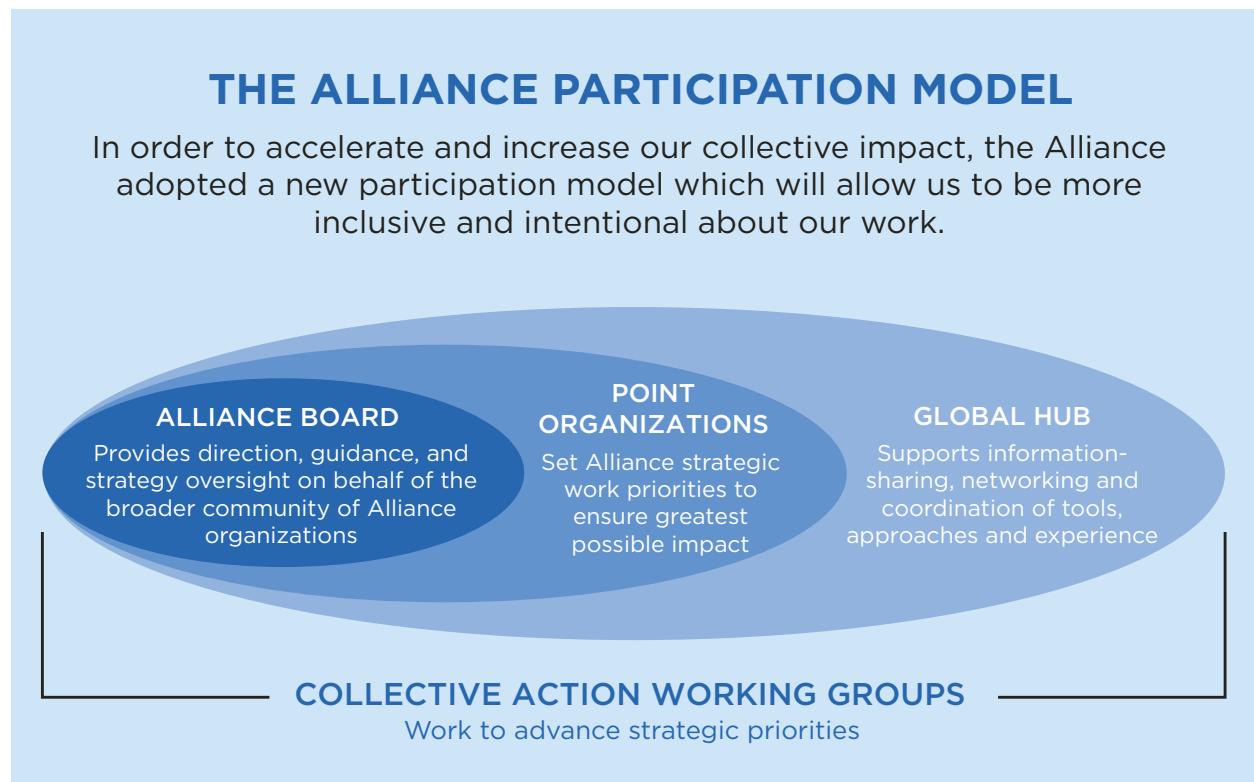
In order to accomplish the goal and objectives laid out in this strategic plan, the Conservation Alliance is adopting a new, more-inclusive participation model that:

- Provides opportunity for the Alliance to engage with a wider range of players from around the world that are needed to achieve our mission;
- Creates stronger accountability and responsibility mechanisms for the work of the Alliance; and
- Allows subject matter experts to accomplish work on behalf of the Alliance.

The Alliance community has been the heart of our efforts to-date. With this new model, organizations will have the opportunity to engage within the Alliance in a more dynamic way that will help deliver on individual goals while creating greater impact for the movement. This new model will also allow organizations to access a wide range of shared knowledge, expertise, resources, and networks. The Participation Description (Appendix C) provides a high-level overview of the participation categories and the responsibilities associated with each role.

FIGURE 4.

Overview of the Conservation Alliance Participation Model.



HOW WE IMPROVE

The Alliance will monitor action and progress across the Theory of Change, both to provide information to the broader seafood community and to guide adaptive management of our own strategic focus and initiatives. For the seafood community, the Alliance will compile data and provide annual synthetic analyses regarding operating and business environments, progress toward the 2030 goal, and the strategic focus and activities of the Alliance community and related collaboratives. We will also gather, analyze, and use data to answer the following adaptive management focal questions, organized according to six standard evaluation criteria. This will include regular assessment of the extent to which the Alliance is effectively driving collective impact, which requires tracking of the five “conditions for collective success” defined by Kania and Kramer (2011), as laid out below.⁸

- **STRATEGIC DESIGN:** Is the Alliance community looking to a shared strategic vision (*Collective Impact Indicator 1*) and continuing to focus on the most critical strategic priorities, given any change occurring across the Theory of Change?
 - *Monitoring data needed:*
 - Extent to which the Alliance community looks to the shared strategy to guide individual and joint work;
 - Ambient monitoring across the Theory of Change to track changes in the operating and business environments and in supply chain behavior;
 - State of global seafood production; and
 - Mapping of strategies and priority activities of the Alliance community.
- **EFFECTIVENESS:** Is the Alliance on track to attain its strategic objectives? What key external factors are supporting or impeding progress? What about internal factors, including the extent to which the community is seeking alignment across the work of individual organizations (*Collective Impact Indicator 2*)? What could we improve?
 - *Monitoring data needed:* Data on indicators defined for each of the strategic objectives.
- **IMPACT:** Is the Alliance goal advancing as hoped? What key external factors are supporting or impeding progress? What about internal factors? What could we improve?
 - *Monitoring data needed:* Data on indicators defined for goals and any specific geographic, commodity, or production mode objectives.
- **EFFICIENCY:** Is the Alliance supported by an effective backbone (*Collective Impact Indicator 3*)? Is the Alliance making the best, most efficient use of our human and financial resources? What is the relationship (or estimated ratio) between resources expended and results achieved (i.e., outcomes and impacts)? Are we satisfied with this “return on investment”? Is there efficient, effective communication within the Alliance community, as well as trust (*Collective Impact Indicator 4*)? What about with partners and other key stakeholders (Are roles/responsibilities clear? Is communication effective?)? What could we improve?
 - *Monitoring data needed:* Tracking of estimated expenditure and effort toward delivery of strategic objectives.

⁸ John Kania & Mark Kramer. 2011. Collective Impact. Stanford Social Innovation Review Online. Winter 2011. https://ssir.org/articles/entry/collective_impact.

- **SUSTAINABILITY:** Is the Alliance cultivating the constituency, capacity, and capital needed to ensure that a) our work can continue as needed and effectively and efficiently? And b) to ensure that the results we have had to date and the long-term practices/behaviors we are trying to advance will persist and grow (even without our continued involvement)?
 - *Monitoring data needed:* Ambient monitoring or tracking of context and actors.
- **ADAPTIVE CAPACITY:** Is the Alliance employing and supporting a shared measurement system, such that we are gathering, analyzing, and utilizing sufficient and credible evidence to inform our strategic direction and actions (*Collective Impact Indicator 5*)?
 - *Monitoring data needed:* Existence, quality, and utilization of a shared adaptive management system and approach.

It will be the responsibility of the Alliance staff to coordinate these adaptive management activities with the support of the broader Alliance community and possibly, contracted data and analysis specialists.

APPENDIX A. ALLIANCE CHARTER

CONSERVATION ALLIANCE FOR SEAFOOD SOLUTIONS CHARTER

The Conservation Alliance for Seafood Solutions is a collaborative effort of organizations that believe that seafood production is a powerful driver of transformational change for both the health and biodiversity of our oceans and the economic and social well-being of individuals and communities around the world. We work across the global seafood supply chain, and on critical factors like governance, to accelerate the adoption of fishing and aquaculture practices that are environmentally sustainable as well as socially and financially responsible.⁹

The Conservation Alliance was formed in 2008 by a group of non-governmental organizations to develop a common roadmap that seafood businesses can use to develop and implement practices that support environmentally sustainable fishing and aquaculture.

We made significant strides in our first ten years. Global fishing and aquaculture practices have started to shift, and about a quarter of global production is now considered environmentally sustainable.¹⁰ There is a growing effort to incorporate social and financial responsibility into seafood production as well.

OUR VISION & APPROACH

In 2018, the Conservation Alliance launched a strategic planning process to determine how we could best work together to achieve our vision of a world in which seafood production is environmentally sustainable as well as socially and financially responsible. We recognized that fully achieving the change necessary to make these three elements the norm in the seafood industry would demand an even greater commitment to strategic and impactful collaboration. Therefore, in 2019, the Conservation Alliance made the decision to **play the role of a strategic catalyst to accelerate and increase the collective impact** of our diverse community.

OUR GOAL

Our goal is that, by 2030, at least 75% of global production is environmentally sustainable or making verifiable improvement and adequate safeguards are in place to ensure social responsibility.¹¹ The timing of this goal is aligned with the United Nation's Sustainable Development Goals.¹²

⁹ Consistent with the Food and Agriculture Organization of the United Nations, to be *environmentally sustainable*, the production of wild and farmed seafood must support abundant and healthy fish stocks, minimize environmental impact, and follow best management practices.

Consistent with the Monterey Framework, to be *socially responsible*, seafood production practices 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. The Monterey Framework for social responsibility was developed by an expert working group and has been widely endorsed by NGOs and companies.

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. Economic viability can have multiple outcomes such as favoring affordability over profitability to maximize food security.

¹⁰ Sustainable Seafood: A Global Benchmark, Seafood Certification & Ratings Collaboration, 2019.

¹¹ To show *verifiable improvement*, wild production must be under full assessment in the MSC program or in a fishery improvement project (FIP) that is making good progress (i.e., with a progress rating of A, B, or C using Fisheryprogress.org's FIP evaluation tool). Farmed production must be in a formal Aquaculture improvement project (AIP).

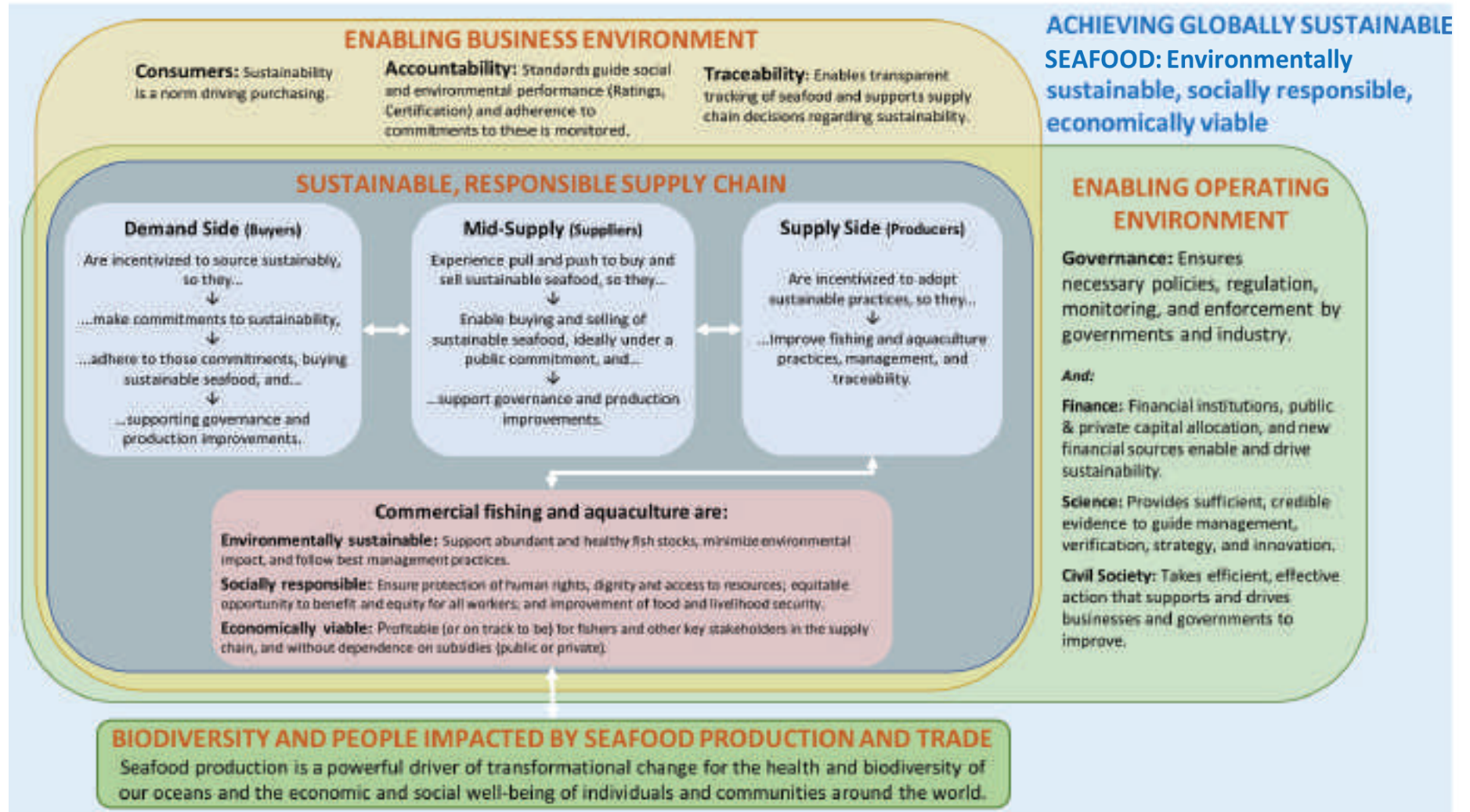
¹² Alliance Board agrees that 2030 aligns with the timing of the United Nation's Sustainable Development Goals while leaving room for other targets to be set underneath this goal.

OUR APPROACH

In the role of strategic catalyst, the Conservation Alliance advances a shared Theory of Change by:

- **ALIGNING OUR WORK.** The Alliance *facilitates alignment around priority elements within the Theory of Change* to ensure that the individual efforts of our organizations add up to the greatest possible impact. We provide a platform for our community to have *the tough conversations and make the difficult choices* that are needed to harness our collective impact and bring about real change. We set ambitious targets and *hold ourselves accountable with shared measurement* approaches to track our progress and improve our work.
- **DEVELOPING AND FOSTERING INITIATIVES AND PRODUCTS TO ACCELERATE PROGRESS.** Designed to increase efficiency, remove barriers, and accelerate impact across the sector, these initiatives and products may be driven by the full Alliance, a subset of Alliance members and/or a partnership or engagement with other organizations or entities.
- **SERVING AS A GLOBAL HUB OF SUPPORT.** We serve as a hub for information-sharing, networking, and relationship-building so that all players working on influencing the seafood supply chain – both inside and outside of the Alliance - can connect, strengthen our capacity, and effectively leverage our individual and shared tools, approaches, and experience.

APPENDIX B. ALLIANCE THEORY OF CHANGE



APPENDIX C. ALLIANCE PARTICIPATION DESCRIPTION

BACKGROUND

In order to accomplish the goal and objectives laid out in the strategic plan, the Conservation Alliance is adopting a new, more-inclusive participation model that:

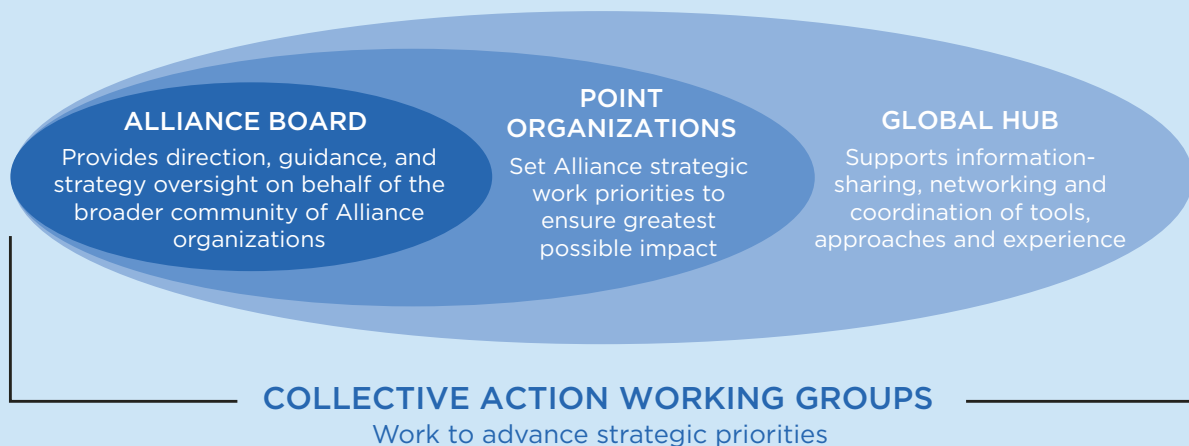
- Provides opportunity for the Alliance to engage with a wider range of players from around the world that are needed to achieve our mission
- Creates higher accountability and responsibility mechanisms around the work of the Alliance
- Allows subject matter experts to accomplish work on behalf of the Alliance

The Alliance community has been the heart of our efforts to-date and with this new model, organizations will have the opportunity to engage within the Alliance in a more dynamic way that will help deliver on individual goals while creating greater impact for the movement. This new model will also allow organizations to access a wide range of shared knowledge/expertise, resources and networks.

This is a *working* document that provides a high-level overview of participation categories. Many of the details and technicalities around application requirements, engagement expectations, etc. will be developed in the 2020 Alliance Operating Protocols, under the leadership of the Alliance Board and Executive Director.

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.



PARTICIPATION LEVELS

GLOBAL HUB OF SUPPORT

The Global Hub of Support is the broad Alliance learning community. Participants engage in information-sharing, networking, and relationship-building so that all players working to advance sustainability in wild fisheries and aquaculture can connect, build capacity, and effectively leverage individual and shared tools, approaches, and experience.

WHO CAN PARTICIPATE? Participation in the Global Hub of Support is open to any organization or individual working to influence the seafood supply chain with an affinity for the Alliance ToC and Charter. Participants may include NGOs, academics, industry, or other issue-specific experts and stakeholders.

HOW DOES ONE ENGAGE?

- Participants will engage primarily through information-sharing opportunities facilitated by the Alliance, including access to the Alliance Community News space on Podio, membership communications such as the Alliance monthly newsletter and Fish Clips, and the general sessions of the Alliance Annual Meeting *[note: to ensure NGOs have a space safe for discussion, the Annual Meeting may host some closed door sessions open to point organizations (described below) only]*.
- Participants may be invited to join a Collective Action Working Group designed to advance the strategic priorities *(see more about Collective Action Working Groups below)*.

WHAT ARE THE BENEFITS?

- Eligible to participate in a Collective Action Working Group.
- Invitation to attend and submit a session proposal for the Alliance Annual Meeting.
- Promotion of organization via the Alliance website, social media outlets and related meetings and events.
- Organizational and personal gains from community knowledge in addition to gains from collective action that arises from the network.

WHAT IS EXPECTED OF PARTICIPANTS? Participants are expected to:

- Openly provide information about their organization's work/priorities.
- Actively contribute to and engage in the learning community.
- Openly engage in community discussion regarding trends and challenges.
- If appropriate, voluntarily contribute to the Alliance Monitoring + Evaluation system.
- Cover participation travel expenses, time (in-kind) and Annual Meeting registration fees.
- Abide by the terms and commitments stated in the 2020 Alliance Operating Protocols.

POINT ORGANIZATIONS

Point Organizations hold the primary responsibility for leading the discussions needed to organize the community around priority elements within the ToC and working to ensure that the individual efforts of organizations add up to the greatest possible impact. Point Organizations help the Alliance set ambitious targets and hold itself accountable with shared measurement approaches to track progress and improve its collective work.

WHO CAN PARTICIPATE? Point Organizations will consist of NGO participants in the global hub of support who have strong strategic alignment with the goals described in the Alliance ToC and Charter, and organizational commitment to engage with the Alliance, as defined in the 2020 Alliance Operating Protocols.

HOW DOES ONE ENGAGE?

- At the annual Priority Setting Meeting, participants engage in updating the 5-year strategic plan and the annual action plans associated with the selected work priorities, informed by active support for and use of the Alliance Monitoring + Evaluation system.
- Point organizations will provide recommendations for both the initial participant list and working group model for each of the priority area “Collective Action Working Groups” [see more about *Collective Action Working Groups* below].
- Priorities for the Alliance where significant alignment of voice across the community is necessary (e.g. the development of the Common Vision), will primarily draw from this set of players. Similarly, any updates made to foundational Alliance documents will require consensus by Point Organizations.
- By participating in agenda-setting, participants are making a commitment to participating in the work itself as appropriate.

WHAT ARE THE BENEFITS?

- Actively participating in the agenda-setting of work priorities for the Alliance.
- Invited to submit a session proposal and attend all Annual Meeting sessions.
- High-level organizational and personal gains from community knowledge.
- Increased progress against institutional missions through the collective impact that arises from the network.
- Promotion of organization via the Alliance website, social media outlets and related meetings and events.

WHAT IS EXPECTED OF PARTICIPANTS? Participants are expected to:

- Actively participate in at least one Collective Action Working Group per year, if applicable.
- Actively support and contribute to the Alliance Monitoring + Evaluation system.
- Have decision making authority for their organization (or delegated authority from leadership) when engaging with the Alliance.
- Actively support the fundraising efforts for the Alliance’s 5-year strategic plan.
- Utilize the ToC and Charter as an input to their own organization’s strategic planning and consider adapting roles and priorities over time to advance the overall goals of the community.
- Identify the tough conversations and hard decisions that the community needs to address to be successful as part of annual priority setting and participate in those discussions as appropriate.
- Attend and participate at in-person meetings (Alliance Annual Meeting and Priority Setting Meeting) and biannual teleconference meetings.
- Agree to biennial engagement review by Alliance staff to ensure organizations are meeting the participation expectations.
- Cover participation travel expenses, time (in-kind) and Annual Meeting registration fees.
- Abide by the terms and commitments stated in the 2020 Alliance Operating Protocols.

ALLIANCE BOARD

The Alliance Board (AB) plays an important role in providing direction, guidance, and strategy oversight on behalf of the broader community of Alliance organizations. The AB functions in an advisory and oversight capacity, supporting, advising, and reviewing the performance of the Executive Director and the staff, as elected members from the community of Alliance organizations working on behalf of the global sustainable seafood movement.

WHO CAN PARTICIPATE?

- Alliance Board members will have leadership stature in business, government, philanthropy, or nonprofit and other related sectors.
- Alliance Board members should be well-positioned to also attract other qualified, high-performing Alliance Board members.
- The Alliance Board appointments and terms are determined by the 2020 Alliance's Operating Protocols.

HOW DOES ONE ENGAGE AND WHAT ARE THE BENEFITS?

- Members will provide guidance, oversight, and support to the Alliance together with the staff and Alliance fiscal sponsor, Multiplier.

WHAT IS EXPECTED OF PARTICIPANTS? Participants are expected to:

- Provide Approval and oversight of:
 - Defining the role and leading the recruitment of the Executive Director and overseeing his/her performance, conduct and implementation of the Alliance's strategy
 - Approval of the Conservation Alliance strategic plan, Alliance charter, and substantive governance plans
 - Vetting of applications from organizations who wish to join the Conservation Alliance, in accordance with the Alliance's membership process in its Operating Protocols.
- Review and make recommendations on Multiplier's approval of the Alliance's business decisions affecting the financial health of the Alliance and work together with the ED to support Multiplier's responsibilities in ensuring that all legal and fiduciary responsibilities are met.
- Actively support:
 - Fundraising for the Alliance, including directly supporting the Executive Director and Alliance staff in securing a robust fundraising program to ensure the Conservation Alliance's overall financial health.
 - The Conservation Alliance's commitment to diversity, equity, and inclusion as relates to the Advisory Board, staff and communities that the Alliance serves.
 - The Executive Director and staff's development and implementation of operations plans, associated project workplans, impact evaluation plans, and other associated plans.
 - Recruitment of new Alliance member organizations and Alliance Board members.
 - Serving as eyes and ears on the ground in key geographies and among important sectors and stakeholders to keep the Conservation Alliance apprised of developments in the field and emerging opportunities or challenges.
 - The Conservation Alliance's mission, vision and strategy, as ambassadors for the organization.

COLLECTIVE ACTION WORKING GROUPS

The Collective Action Working Groups advance the strategic priorities outlined in the 5-year strategic plan and decided upon at the annual Priority Setting Meeting. These initiatives and products are designed to increase efficiency, remove barriers, and accelerate impact across the sector.

Participants for a given working group will draw from the full Alliance community, including the Global Hub and Point Organizations, and will be initially identified and recommended by Point Organizations and staff during the annual Priority Setting Meeting. The composition of the group will then be refined and finalized by the group itself as part of workplan development.

By being part of a working group, participants are taking the lead on problem-solving for a given topic and their decisions will be embraced by the Alliance. Working group participants will be expected to set aside individual organization agendas and be willing to seek compromise or win/win scenarios in order to advance the overall group goal. Where appropriate, participants will be expected to provide financial or in-kind support for the work (e.g. covering the remaining time required for tasks that are above and beyond any stipend the Alliance provides, fundraising directly for the work of the working group, etc.).

The working group model - including structure, compensation and voting rights - will vary depending on the scope of the project.

APPENDIX D. 2019 ALLIANCE BOARD

TOBIAS AGUIRRE – CHIEF EXECUTIVE OFFICER, FISHWISE

As CEO, Tobias sets the conservation vision and organizational strategy for FishWise. His work with retail industry executives, trade associations, funders, government officials, and NGO leaders, seeks to build a collaborative approach to conservation that results in effective business and improved environmental performance. Tobias develops innovative solutions for FishWise business partners, while forging new ground in the complex world of seafood sustainability.

RICHARD BOOT – FOUNDER AND CHIEF EXECUTIVE OFFICER, FISHCHOICE

Richard Boot is the founder and president of FishChoice. Prior to founding FishChoice in 2008, Richard worked as director of operations for FishWise, where he developed training and implementation programs for use in grocery stores' meat and seafood departments. Richard has collaborated with national environmental NGOs on a variety of issues including mercury labeling and education and sourcing of environmentally preferable seafood products.

STEPHANIE BRADLEY – DIRECTOR, FISHERIES IN TRANSITION, WORLD WILDLIFE FUND - US

Stephanie manages the suite of FIPs with which WWF-US is engaged, and creates linkages to sustainable sourcing strategies developed for WWF's corporate partners. In this role, Stephanie is responsible for coordinating with WWF Network offices, as well as other NGOs acting as the in-country FIP lead and determining how WWF's corporate partners can engage in specific FIPs.

JENNIFER DIANTO KEMMERLY – VICE PRESIDENT, GLOBAL OCEAN INITIATIVES, MONTEREY BAY AQUARIUM

Jennifer directs Monterey Bay Aquarium's Seafood Watch Program, working to engage and empower North American consumers and businesses to support environmentally responsible fisheries and aquaculture operations through their purchasing decisions. Jennifer's role is to ensure collaboration within the broader sustainable seafood movement and maintain the program's rigor in generating seafood purchasing recommendations.

JACK KITTINGER – SENIOR DIRECTOR OF GLOBAL FISHERIES AND AQUACULTURE, CONSERVATION INTERNATIONAL

Under Jack's leadership, CI works to protect biodiversity and improve the wellbeing of ocean-dependent communities by implementing sustainable fisheries and aquaculture solutions built on partnerships and investments from ocean to plate. A social scientist and marine ecologist by training, Dr. Kittinger takes a comprehensive interest in finding sustainable solutions to complex problems facing the ocean environment and the people who depend on it.

DICK JONES – PRESIDENT AND CHIEF EXECUTIVE OFFICER, OCEAN OUTCOMES

Dick has 30 years of experience in the seafood industry, including 13 years overseeing seafood operations at HEB Grocery Co. and Whole Foods Market. Over the past 8 years he has honed his expertise in sustainable seafood initiatives through leading Ocean Outcomes as its President and CEO, founding seafood sustainability consultancy Resiliensea, Inc., and directing the major buyer engagement program at Sustainable Fisheries Partnership.

INDRANI LUTCHMAN – PROGRAM DIRECTOR, FIP EVALUATION AND EXTERNAL RELATIONS, SUSTAINABLE FISHERIES PARTNERSHIP

Drin is SFP's Program Director for FIP Evaluations and External Relations, responsible for FIP progress ratings and maintenance of SFP evaluation tool. She is a marine biologist and fisheries scientist with experience leading projects/programs on marine and fisheries issues in Europe, Caribbean, Antarctica and UK Overseas Territories (Falkland Isles & Gibraltar) and works under funding by donors including the European Commission Parliament, Oak Foundation, Pew Charitable Trust, Avina Foundation and MSC.

BRIAN PERKINS – REGIONAL DIRECTOR, AMERICAS, MARINE STEWARDSHIP COUNCIL

Brian has spent the majority of his work life involved in one manner or another with the commercial fishing and seafood industry, including nearly a decade as a commercial fisherman. In 2015, he joined the Marine Stewardship Council as Regional Director Americas. Based in the MSC Americas regional office in Washington, DC, he is responsible for the overall growth and development of the MSC program in Canada, the United States, and Latin America.

ANNEX A. ELABORATED CONCEPTS FOR EACH ALLIANCE STRATEGY

This section contains concept notes for each of the Alliance strategies:

- **STRATEGY 1:** Norms and Guidance
- **STRATEGY 2:** Incentivizing Improvements from Markets to Governance
- **STRATEGY 3:** Greater Collective Impact through Evidence-Based Decision Making

For each strategy, we have provided:

- Background
- Strategic Objective
- Approach
- Efficiencies and Economies

STRATEGY 1: NORMS AND GUIDANCE

This strategy is divided into three sub-strategies: Environmental Sustainability, Social Responsibility, and Financial Responsibility. The status of the efforts related to each sub-strategy varies widely and each one needs markedly different approaches. Every effort will be made to ensure that the Alliance's work across the three sub-strategies is aligned and complementary and that any norms and guidance that are adopted or developed reference all three aspects of sustainable, responsible seafood production.

SUB-STRATEGY 1A: NORMS AND GUIDANCE FOR ENVIRONMENTAL SUSTAINABILITY

BACKGROUND

In 2008, the Conservation Alliance for Seafood Solutions created the *Common Vision for Sustainable Seafood* to provide guidance to businesses on developing and implementing sustainable seafood policies. Since that time, significant progress has been made and today more than 80 percent of the North American retail and institutional food service markets have adopted sustainable seafood policies using the *Common Vision* as a guide.

Building on this initial success, the Alliance has become a platform for the sustainable seafood community to wrestle with differences of opinion on norms and guidance and to align in ways that advance the sector. In this role, the Alliance has produced *Fishery Improvement Project (FIP) Guidelines* and made updates to the *Common Vision* that reflect evolved thinking and emerging topics such as social responsibility.

The Alliance has also served as a platform for the community to develop tools that advance the distribution and uptake of these norms and guidance by a variety of audiences. For example, the Alliance played a critical role in creating FisheryProgress.org which is based upon the Alliance's *FIP Guidelines*. The Alliance continues to support the maintenance of FisheryProgress.org by building additional elements such as social responsibility into that system. The Alliance is also designing a corporate seafood commitment reporting platform which will make major buyer commitments and progress transparent and consistent to increase accountability. The platform's goal will be to encourage companies in mature markets to continue to make progress against their commitments and support companies in emerging markets to begin to engage.

The persistent variation about what qualifies as strong environmental performance in standards, norms, and guidance is somewhat hindering progress. Businesses report that this confusion is a barrier to the creation and implementation of commitments.

The *Common Vision*, *FIP Guidelines* and associated tools were created to help remove these barriers. Other multi-stakeholder initiatives have coalesced to take the norms and guidance defined in foundational documents like the *Common Vision* and *FIP Guidelines* further for increased impact. In the future, the Alliance will collaborate more strategically with those initiatives. For instance, the Certification and Ratings Collaboration¹³ has made significant progress in understanding the relationships between different certification and rating standards and assessment methodologies¹⁴.

The Global Seafood Sustainability Initiative (GSSI) is another collaborative effort which is additive to the *Common Vision*. GSSI has developed a Global Benchmark Tool that “provides formal recognition of seafood

¹³ The Certification and Ratings Collaboration was formed outside the Alliance. While the Collaboration is comprised of organizations that are all part of the Alliance, not all certification and ratings organizations that are part of the Alliance are members of the Collaboration.

¹⁴ Certification and Ratings Collaboration (2019). *Clarifying Roles of Certifications and Ratings*. Retrieved from: <https://certificationandratings.org/clarifying-roles-of-certifications-and-ratings/>.

*certification schemes that successfully complete a rigorous and transparent benchmark process, underpinned by the FAO Guidelines.*¹⁵ By looking to a UN Code of Conduct, GSSI's efforts have global recognition and significance.

It is both with existing initiatives, like the Certification and Ratings Collaboration and GSSI, and with nascent collaborations, that the Alliance can in future engage more thoroughly and champion and adopt relevant outputs for greater impact in the future. For instance, the Alliance can play a critical role in socializing agreements and/or outputs of the Certification and Ratings Collaboration and amplifying their uptake.

The Alliance's strategic planning process determined that the Alliance should prioritize work on environmental sustainability norms and guidance. Given the Alliance's large and diverse reach, it is well positioned to continue to be the "go-to" on norms and guidance (whether created and potentially owned by the Alliance or whether created and owned by *other* credible groups but *recommended* by the Alliance) for environmentally sustainable seafood which would support the community as it rethinks how to engage industry at scale.

Closer collaboration with multi-stakeholder initiatives will be required to ensure that efforts are complementary rather than duplicative.

STRATEGIC OBJECTIVE

By 2030, environmental responsibility is incorporated into all commitments, improvement projects, and governance reform efforts touched, advanced, or supported by the Alliance community.

APPROACH

The Alliance will develop its reputation as the credible global authority regarding norms and guidance for the environmental and social performance of seafood production and later, for economic viability (see Sub-strategies 1b and 1c). The Alliance will work to align and coordinate all key actors around definitions, standards, guidance, and tools related to assessing and advancing seafood sustainability.

It should be a priority to define what *environmental sustainability* means in both layperson and technical terms so that everyone agrees on the "North Star" that can serve to move seafood in the right direction.¹⁶ As part of that process, it will be necessary to clarify the difference between environmentally *sustainable* and environmentally *responsible* by definition and within individual and collective goals and objectives. We will also establish a theory of change for how to move along the sustainability path that operationalizes existing collaborative frameworks.

With clear agreement around norms and guidance, we will deploy more effective calls to action, improve measurement of progress, and better understand critical limiting factors regarding environmental performance, including governance gaps. These efforts will include the continued support of Fishery Progress.org, advancement of the commitment tracking platform work, and potentially supporting the community to rethink our corporate engagement strategies. All of these efforts are intended to help the community and its partners to track and assess adherence to norms and guidance.

Rather than seeking to create standards, we will uphold and amplify existing norms and standards already in place, seeking instead to unify or clarify wherever possible. We will also leverage the new global hub structure to bring in key groups and engage in related global collaborative efforts. The Alliance Executive Director will lead these partnership and outreach efforts.

We will use our shared strategic vision as a starting point with new collaborators which is supported

¹⁵ Global Sustainable Seafood Initiative (2019). *Global Benchmark Tool*. Retrieved from: <https://www.ourgssi.org/about-the-tool/>.

¹⁶ This "North Star" is not meant to suggest a procurement bar, but as a force that is guiding seafood toward the 10-year goal.

by a common engagement strategy for the Alliance. Our effectiveness will be tracked using a common measurement system that allows for evidence-based decision making (*see Strategy 3*). A global scan prepared by Certification and Ratings will serve as one source of data used to form an initial baseline, and further analyses will support identification of priorities for collective action.

The Alliance platform will provide the strong communication, collaboration, trust, and partnerships necessary for this work. We believe that this work, if done collectively and strategically, will attract new financial resources to further our efforts.

EFFICIENCIES AND ECONOMIES

Our community has struggled to make progress because of a lack of alignment on definitions of environmental performance. By agreeing on these definitions, the Alliance would be able to focus on action, impact, and emerging issues. This clarity and consistency would remove the need to continually explain what is meant by “environmental” to government, NGOs, and businesses.

Over the last few years, the Certification and Ratings Collaboration had made significant progress toward agreeing upon key definitions related to environmental performance¹⁷. The role of the Alliance would be to socialize these definitions with the broader community (likely through a series of facilitated discussions) to achieve alignment and consistency. Upon reaching community agreement on the definitions of environmental performance, the Alliance also would support the wide-scale application of these definitions, resulting in significant efficiency gains and the opportunity to better leverage the power resting within the community’s corporate relationships.

¹⁷ Definitions related to environmental performance will focus on the standards and assessment methodologies that will guide seafood toward the 10-year goal.

SUB-STRATEGY 1B: NORMS AND GUIDANCE FOR SOCIAL RESPONSIBILITY

BACKGROUND

According to analyses carried out by Conservation International, “Seafood is the primary source of protein for 3 of 7 people globally. Media revelations about slavery and human rights abuses have placed social issues at the forefront of a sector that has spent decades working to improve environmental sustainability. Human rights violations in the seafood industry are accompanied by other serious issues, including institutionalized inequality, undermining of food and livelihood security, and loss of access rights. Collectively these factors drive social instability, poverty and resource decline.”¹⁸

While significant progress has been made on the environmental sustainability of seafood, the incorporation of social responsibility in buyer commitments, supply chain codes of conduct, and production practices remains relatively rare and nascent. Embedded in this challenge are issues such as:

- A lack of clear and consistent guidance for seafood buyers and employers regarding how to formulate and convey their social responsibility commitments and associated practices through supply chains
- Available guidance and remediation measures are likely costly and time-sensitive, presenting financial challenges to seafood companies in a low margin business
- Assessment and tracking of social responsibility in seafood production is uneven across the globe and does not follow consistent protocols
- Multiple and inconsistent certification or rating systems for socially responsible seafood production
- Verification gaps that require additional mechanisms (e.g., social responsibility audits and other due diligence methods that are sufficiently comprehensive to identify and address the array of critical human and labor rights risks)
- Lack of supplier capacity to implement top-down social responsibility requests from buyers.

The sustainable seafood community, which has historically been comprised of environmental organizations, is developing tools and tactics through collaboration with social responsibility and human rights experts to work toward greater social responsibility in seafood production. The Conservation Alliance called together a Social Advisory Panel comprised of its member and collaborator organizations with expertise and dedicated work in advancing social responsibility in seafood. They meet regularly throughout the year to share news, workshop challenges, and collaborate on priority projects. However, more knowledge-sharing beyond those more socially facile organizations to leverage other organizations in the Alliance to advance social responsibility goals is needed. Further, and particularly outside of the Alliance, there is an emerging body of competing ideas and approaches among social and human-rights focused efforts and organizations. Beyond providing norms and guidelines for industry, the Alliance community itself requires capacity building and a focused pathway for understanding and addressing the issues. Members of the Alliance community have made important progress on this theme, but partnership and ability to access the specific expertise of social responsibility-focused organizations is needed to guide and inform the sustainable seafood community’s approach and ensure that work by both groups is mutually supportive and based on existing precedent from other sectors. Organizations with expertise in social responsibility are located around the world, often lack consensus on approaches, and have limited capacity which means there is a critical role for certain Alliance organizations to serve as a bridge and curator of information.

¹⁸ Kittinger, John & Teh, Lydia & Allison, Edward & Bennett, Nathan & Crowder, Larry & Finkbeiner, Elena & Hicks, Christina & Scarton, Cheryl & Nakamura, Katrina & Ota, Yoshitaka & Young, Jhana & Alifano, Aurora & Apel, Ashley & Arbib, Allison & Bishop, Lori & Boyle, Mariah & Cisneros-Montemayor, Andrés & Hunter, Philip & Le Cornu, Elodie & Wilhelm, T. (2017). Committing to socially responsible seafood. *Science*. 356. 912-913. 10.1126/science.aam9969.

Due to wide and growing recognition of this challenge (including increasing funding opportunities to address it), a variety of social responsibility guidance is emerging via multi-stakeholder initiatives and other platforms. FishWise’s RISE platform provides seafood companies with a single go-to source of social responsibility guidance, action steps, tools, and resources, and other collaborations, including SeaBOS and Friends of Ocean Action, are also developing guidance. By making it a strategic priority to work on social responsibility guidance and norms, the Alliance will help to unify and align current efforts and avoid further fragmentation and redundancy in the future. We are more likely to advance efforts around socially responsible seafood faster and more expansively if we are aligned in our strategy and the guidance we give to businesses, improvement projects, and governments. We want to catalyze appropriate convergence and avoid fragmentation.

STRATEGIC OBJECTIVE

By 2030, social responsibility is incorporated into the objectives and implementation of all business commitments, improvement projects, and governance reform efforts supported by the Alliance community. Socially responsible seafood as defined by the Alliance in the Common Vision per the Monterey Framework for Social Responsibility includes the following key components: 1) protecting human rights, dignity, and respecting access to resources; 2) ensuring equality and equitable opportunities to benefit; and 3) improving food and livelihood security.

APPROACH

The Alliance seeks to become the credible global authority regarding guidance and norms for the environmental and social performance of seafood production. Our coalition has the potential to be the center of gravity for efforts to make progress around socially responsible seafood. We intend to act as a critical mobilizing force and a connector, conduit, and facilitator to achieve faster, greater adoption of socially responsible practices in seafood production globally.

To achieve this, the Alliance will uphold and amplify guidance and norms for social standards for seafood such as the Certification and Rating’s Social Performance Framework. We will provide guidance and principles for industry to apply both in concert with Alliance and other NGOs as well as independently. We will promulgate the Monterey Framework as the comprehensive definition for social responsibility. To operationalize that definition, we will seek to ensure that leading tools become the foundational definitions, tools, and approaches that Alliance members and others consistently reference and utilize to support their business relationships, improvement projects, and governance reform efforts. To promote broad adoption, we will ensure wherever possible that guidance is open source and provide a suite of services as a community that can be offered to individual companies, including referral out to non-Alliance entities.¹⁹

We will ensure our community has sufficient knowledge, skills, and capacity to attain our strategic objective so we know to whom we must turn to if we as individual organizations cannot champion this issue when needed. Instead of seeking to become a “standard bearer” in this space, we will uphold and amplify the norms and standards that have already been created by the social sector. We also will leverage the new global hub structure to bring in key groups (e.g., International Labor Rights Forum, Thai Seafood Working Group, Issara Institute, Verite) and engage in related global collaborative efforts (e.g., High Level Panel for a Sustainable Ocean Economy Advisory Network, SeaBOS, Seafood Task Force). The Alliance Executive Director will lead these partnership and outreach efforts.

We will use our shared strategic vision as a starting point with new collaborators which is supported by a common engagement strategy for the Alliance. Our effectiveness will be tracked using a common

¹⁹ FishWise is in the process of developing and submitting a 2-year grant to the Walmart Foundation to 1) Optimize the RISE platform 2) Catalyze seafood industry members to action via RISE 3) Integrate social responsibility guidance broadly across large-scale, global initiatives with capacity to influence industry and set policies and practices

measurement system that allows for evidence-based decision making (*see Strategy 3*). A global scan being prepared by Conservation International will serve as initial baseline and we will use this to identify priorities for collective action.

The Alliance platform will provide the strong communication, collaboration, trust, and partnerships necessary for this work. We believe that this work, if done collectively and strategically, will attract new financial resources to further our efforts.

EFFICIENCIES AND ECONOMIES

By aligning on the definition of social responsibility, the Alliance can eliminate the eventual need to clean up redundant and inconsistent approaches created by individual organizations. The community would defer to a few well-positioned organizations to take the lead.

In order to further our reach and impact, we would involve key players outside of the Alliance such as SeaBOS and the Seafood Task Force. These players are in the early stages of developing their approaches to social considerations and in some cases, they are looking for input. We can provide the principles and guidance that might avoid redundant or inconsistent products.

To work more efficiently, we would also piggyback the advancement of social considerations onto counter-IUU and traceability (e.g. Global Dialog on Seafood Traceability (GDST) and Seafood Alliance for Legality and Traceability (SALT) efforts which already have industry and government behind them in many cases.

SUB-STRATEGY 1C: NORMS AND GUIDANCE FOR FINANCIAL RESPONSIBILITY

BACKGROUND

While significant progress has been made on environmental sustainability, the consideration of financial viability for fishers of production in FIPs remains rare and nascent²⁰. Successful efforts to engage major buyers on the demand side is apparently not consistently “trickling down” to incentivize change in practices on the supply side in wild capture or aquaculture. What limited evidence exists, suggests that benefits of FIPs are held at the top of supply chains while costs are being pushed down to producers.

As a result, producers often incur the costs for advancing sustainable seafood, but they are not realizing the benefits that would both drive and sustain improved practices. In some cases, production improvements for environmental sustainability or social responsibility can further compromise the financial viability of a fishery or aquaculture operation.

To date, the sustainable seafood community has paid little attention to this issue. The movement has been focused on the industrial fisheries of the north which are very financially efficient. As those fisheries began to implement commitments to sustainability, the focus shifted from the need for improvement at an industrialized level to the need for improvement at the artisanal level in developing countries. As a result, there is a need to focus on the economic dimension of production improvement efforts which will require new perspectives, capacity, and approaches. In the past, fisheries have been treated as biological or socio-ecological phenomena; yet they are economic endeavors first. Ensuring that fisheries can operate in a manner that is environmentally sustainable and socially responsible also requires that they be financially viable over the long-term.

The Alliance is uniquely positioned to influence the issues of financial responsibility and performance going forward. First and foremost, the Alliance can generate norms and guidance for how to interact with a fishery to ensure that environmental and social efforts do not undermine financial performance. This guidance must include a financial lens through which any environmental or social improvement project would be considered. Conversely, any work in support of long-term financial viability must also carefully consider possible environmental and social impacts.

The environmental NGO community will require the partnership of business, industry, and other third parties who understand the financial aspects of artisanal and developing country seafood production to effectively engage on this issue. With its new participation model, in which any organization or business with an affinity to the Alliance Charter can engage, the Alliance provides a platform to identify solutions to balance social, environmental, and financial considerations. These solutions will require the NGO community to become more educated in the basics of business, so we understand the impacts our guidance can have on financial viability and promote changes in the seafood supply chain that will result in a flow of benefits that cover the costs for improvements.

STRATEGIC OBJECTIVE

By 2030, financial responsibility is incorporated in the work of the members of the Alliance community (e.g., in improvement projects, IUU efforts, social endeavors, jurisdictional approach projects) as a fundamental element of holistic success, such that social and environmental production improvements are incentivized and financially sustainable.

²⁰ Sampson, G. S. et al. Secure sustainable seafood from developing countries. *Science* **348**, 504–506 (2015); Blomquist, J., Bartolino, V. & Waldo, S. Price premiums for providing eco-labelled seafood: evidence from MSC-certified cod in Sweden. *J. Agr. Econ.* **66**, 690–704 (2015); Stemle, A., Uchida, H. & Roheim, C. A. Have dockside prices improved after MSC certification? Analysis of multiple fisheries. *Fish. Res.* **182**,116–123 (2016).

APPROACH

The Alliance will seek to drive efforts to include the consideration of financial viability in the advancement of environmentally sustainable and socially responsible seafood production. The Alliance envisions itself as the center of gravity for this work, establishing norms, serving as both a repository and a source for guidelines, and guiding uptake of this crucial dimension while ensuring that a lens of financial performance is placed on every project the community pursues, from local fishery improvement projects to multi-actor collaborations and fora. The Alliance will be a mobilizing force and a connector and facilitator in order to promote faster, greater uptake of financially responsible practices in sustainable seafood production.

The Alliance will provide guidance, methodologies, and principles for our NGO community and industry partners to apply. This will include reaching and promulgating a common definition for financial responsibility and supporting tools and guidelines that members of the Alliance community consistently reference and utilize to support their business relationships. To promote broad adoption, wherever possible, the Alliance will ensure that guidance is open source and the community provides a suite of services that can be offered to individual companies. Additionally, we will build and deploy tools and systems to operationalize this approach which would include a scorecard to support the assessment of financial viability of a project or initiative prior to proceeding (or as part of a review or evaluation). Rather than assessing potential profitability, the purpose of the scorecard is one of due diligence to ensure that the Alliance members are not doing harm or undermining the long-term financial viability of the improvements we are promoting.

The Alliance will ensure the community has sufficient knowledge, skills, and capacity to attain this strategic objective so that we know who to go to even if we individually cannot champion this issue when needed. The Alliance will leverage the new global hub structure to bring in key groups and engage in related multi-stakeholder collaborative efforts and work to promote adoption by major influencers, including governments, conventions, and protocols of international agreements. The Alliance Executive Director will lead these partnership and outreach efforts.

We will use our shared strategic vision as a starting point with new collaborators which is supported by a common engagement strategy for the Alliance. This will require targeted behavior change across the Alliance community, as well as in our capacity as advisors to business on the incorporation of financial viability considerations. The effectiveness of the Alliance's actions will be tracked using a common measurement system that allows for evidence-based decision making (see Strategy 3). This will be informed by the use of a scorecard of financial performance of a fishing enterprise (currently under development).

The Alliance platform will provide the strong communication, collaboration, trust, and partnerships necessary for this work. We believe that this work, if done collectively and strategically, will attract new financial resources to further our efforts.

EFFICIENCIES AND ECONOMIES

Financial responsibility has not been seen as a necessary dimension of improving a fishery or aquaculture operation to date. However, if we want fishers to be vested in supporting improvements to the environmental and social dimension of their work and to be champions of reform, we must incentivize them to do so in a way that lasts long after we exit the project. The financial responsibility dimension is currently at the formative stage, and multiple groups (including Alliance members) are exploring approaches that address this critical element of improvement. The Alliance will own the process of ensuring that the indicators for financial responsibility are socialized across the community and are integrated into improvement efforts. In addition, the Alliance will manage the indicators as a 'living document', integrating key learnings into them over time and consistently increasing their value through an iterative process.

STRATEGY 2: INCENTIVIZING IMPROVEMENTS FROM MARKETS TO GOVERNANCE

BACKGROUND

In 2008, businesses were just getting started with sustainable seafood. That year, the Conservation Alliance released *The Common Vision for Sustainable Seafood*, a roadmap with six steps companies can take to develop and implement sustainable seafood policies. Today, over 80 percent of the North American and European grocery markets have made commitments to buy and sell sustainable seafood, and interest and new program development for sustainable seafood is growing in other parts of the world, including Latin America and Japan. Correspondingly, global seafood fishing and farming practices have started to shift, such that 25 percent of global production now is considered environmentally sustainable.²¹

In these markets, the central challenge is ensuring that commitments to environmentally sustainable and socially responsible seafood are widely adopted, implemented and maintained, publicly reported, and ultimately lead to meaningful change in production practices (“change on the water”). However, Alliance experience around the world as well as data-supported analyses have shown that demand-side commitments do not always lead to corresponding and demonstrable changes in production practices.²² In fact, buyers may be realizing economic benefit from adopting more sustainable practices, but this benefit is not being passed down through the supply chain to enable or motivate producers to improve. Typically, seafood producers change practices because they want to (e.g., economic incentives drive them to do so) and/or because they must (e.g., because they will no longer have a market for their products or because law and policy require them to do so). Without sufficient incentives and policy reform, changes in production are unlikely to be made or sustained. While the Alliance community works to drive change using both market-based and governance approaches, significant room remains to ensure that these approaches complement one another, both geographically and strategically.

No single remedy will incentivize improvements and no single organization can align the key factors necessary to drive significant change at scale. However, the Alliance – comprised of organizations from all around the world and engaged across the Theory of Change, from markets to governance and from artisanal to industrial fisheries and aquaculture – is positioned to collaborate on multi-factor approaches to motivating meaningful and lasting production improvements. In fact, concentrations of Alliance members already exist in many places around the world (e.g., Indonesia, Latin America), yet efforts are not sufficiently coordinated to realize greatest collective impact. Harnessing the power of the Alliance would lead to faster and greater change, particularly in the challenging contexts in which Alliance members are increasingly working.

Various supply chain information challenges together impede efficient progress across the Theory of Change by making it difficult to advance, track, and verify that seafood promoted as sustainable is indeed from sustainable sources. There are limited checks and balances to ensure that reported product information actually pertains to the product sold. Suppliers confirm that misreporting does happen and that those who are doing it correctly are often unfairly penalized. Ensuring that seafood intended to fulfill sustainability commitments indeed meets the conditions of those commitments is further challenged by the fact that in some cases, buyers have not integrated elements of their procurement policies into their specifications. Sustainability requirements are therefore communicated verbally to producers based on suppliers’ individual interpretations of the policy. Consequently, the way in which buyers convey sustainability requirements downward through the supply chain and producers communicate sustainability information upward requires significant improvement.

²¹ Sustainable Seafood: A Global Benchmark. Certifications and Ratings Collaboration. 2019.

²² Sampson, G. S., J. N. Sanchirico, C. A. Roheim, S. R. Bush, J. E. Taylor, E. H. Allison, J. L. Anderson, N. C. Ban, R. Fujita, S. Jupiter, and J. R. Wilson. 2015. Secure sustainable seafood from developing countries. *Science* 348:504-506.

STRATEGIC OBJECTIVE

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

APPROACH

Alliance work under this strategy will begin with analyses to identify clear geographic, commodity, and production mode (e.g., shrimp aquaculture) priorities where:

- A need and opportunity to amplify change by bringing together market-based and governance approaches;
- The Alliance has reach and leverage; and
- Interest exists across several Alliance organizations to align efforts for greater impact.

Once priorities are identified, relevant Alliance stakeholders would come together to form working groups to develop shared action and measurement plans and execute activities. We don't anticipate seeking absolute alignment among our organizations' efforts in the same geographies or commodities, but where we can achieve greater impact through collective action, we will join forces to streamline and strengthen our actions. This may involve tough conversations and negotiations, and participating organizations may need to make some compromises, but in the spirit of achieving a collective goal, which no single organization can do on its own, The Alliance is prepared to do what is needed. The community has already exemplified this willingness through such efforts as the NGO Tuna Forum.

Additionally, the Alliance will contribute as needed to other multi-stakeholder and industry dialogues and efforts to strengthen accountability (i.e., via traceability and transparency initiatives like GDST and SALT) in the supply chain (e.g., SeaBOS, possibly Sea Pact). The Alliance views these challenges as primarily for industry to resolve but Alliance organizations are well positioned to contribute to this solution space.

EFFICIENCIES AND ECONOMIES

Efforts to align governance and market-based approaches remain fragmented. Many organizations are working on policy reform in specific countries but have not aligned on the governance agenda or included major buyers, except in specific instances. Simply put, aligning the efforts of Alliance organizations will create more impact per dollar spent. We know that this strategy has been key for other sectors, like coffee and palm oil,²³ and recognize this is a longer-term (i.e., it has a longer time requirement than our strategies related to evidence-based decision making or guiding norms and practices) yet essential need.

There are various opportunities to better align our markets and governance efforts for greater, faster impact, including shrimp in Indonesia and tuna in the Pacific. In both cases, Alliance members are starting to address fragmentation to make better collective progress. The NGO Tuna Forum is an example of the type of successful alignment the Alliance needs to cultivate in its work, but even that coordination will require more substantive, place-based action. SFP, CI, and MBA, together with the shrimp working group in the Certification and Ratings Collaboration, are also beginning to align around work on shrimp aquaculture improvement projects, which may result in approach models for improvement that could be replicated. The Alliance could pilot the creation of examples where reform has been achieved and then share those examples to accelerate the process in other places.

Setting this as a core strategy will not only make existing work more efficient and impactful, it will help the Alliance community to avoid future fragmentation and duplication of effort – a common occurrence following the identification of a particular production geography as a priority or emergent opportunity.

²³ Simons, L. 2017. *Changing the food game: market transformation strategies for sustainable agriculture*. Routledge.

STRATEGY 3: GREATER COLLECTIVE IMPACT THROUGH EVIDENCE BASED DECISION MAKING

BACKGROUND

Promoting sustainability across the seafood industry is a global challenge that no single organization can achieve or track alone, as the breadth of information required spans the seafood supply chain operating around the globe. Studies on collective impact efforts, such as the Conservation Alliance, also suggest that shared strategic visions and measurement systems are required in order to support collaborative adaptive management at scale. The Alliance has achieved many successes since its creation in 2008, but it has struggled to actively track and adapt its efforts against a shared strategic vision.

More specifically, the community as a whole aspires to—but does not yet—have and utilize the extent and depth of information it needs to assess progress across the Theory of Change to inform strategic decisions and ultimately optimize its collective impact. Information gaps include a cataloging of the nonprofit organizations that make up the seafood movement and their priority initiatives, and, more narrowly, a tracking of how the focal efforts and results of Alliance members align to advance the objectives of the Alliance’s collaborative effort. Without such information, it is difficult to determine if we are realizing our full potential impact both as individual organizations and as a community. The need to make better use of more robust evidence has only grown in recent years as advancing seafood sustainability has expanded into lesser known and often more challenging contexts and relationships.

Gathering and maintaining the breadth of information needed to address these needs will require the engagement of the full community, including funders. Beyond maintaining a data platform, it will be necessary to draw on the information collected to catalyze and facilitate tough discussions likely to impact individual and collective priorities. Many current efforts exist to gather data and inform strategy, and include but are not limited to:

- Funder evaluations and research/status of the field efforts;
- Individual organizations’ data collection and analysis to inform program priorities and/or partnerships;
- Certifications and Ratings Collaboration’s Global Benchmark Report; and
- Moore’s OSMI analysis.

Many of these efforts are currently being conducted in silos, resulting in “data islands.” To succeed as a movement, these efforts must either be combined or conducted in concert so that conclusions are shared and not duplicated. The Alliance believes that combining these efforts will create efficiencies and the ability to leverage assets and relationships in ways that currently do not occur. The Alliance is well positioned to fulfill this role²⁴. No other organization or coalition has the breadth, reach, neutrality, or facilitative capacity; qualities the Alliance has demonstrated in the successful development, maintenance, and collective use of FisheryProgress.org.

STRATEGIC 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.

²⁴ This will be done using best available information science and will be cognizant of international conventions and other efforts.

APPROACH

The Alliance will need to commit to using the best available evidence to achieve this strategic objective. This commitment will mean using evidence rather than assumption to drive the prioritization process and reducing the number of redundant data collection efforts. This will allow the community to strategically deploy assets when rallying around geographies or production modes to achieve our collective goals. This function within the community will enable players to rationally discuss who is working on what and why. It will also enable the Alliance to track progress and readjust when needed to focus on ultimate impact.

To make this transition, the Alliance will develop and adopt systems and practices that:

- Help the community to monitor the state of progress against the Theory of Change;
- Assess how its individual and collective actions are aligning with needs and opportunities; and
- Refine its strategic approach to advancing sustainability in global seafood production.

To begin, The Alliance will need to identify a common set of data requirements for collection and analysis; the development and periodic updating of data platforms, analyses, and internal and public-facing products regarding the state of global seafood production, market flows; and priorities and actions of the members of the Alliance community and other key actors advancing seafood sustainability.

The Alliance envisions that the funding community would engage in this effort to ensure the requirement for collection and analysis will meet their needs as well. The Alliance also envisions pulling in and building from as many existing efforts and data sets as possible to avoid re-inventing the wheel.

This transition will also require the Alliance to adopt new ways of working together, including using opportunities like the Alliance Annual Meeting to reflect on progress and make necessary course corrections for faster, greater impact. This approach will include facilitating thoughtful and sometimes tough conversations to identify and resolve any critical gaps or redundancies across efforts. The goal is not for the Alliance community to drive absolute alignment to the Theory of Change and Alliance priorities, but instead to ensure that critical priorities for action are receiving sufficient and strategic attention and that unconstructive competition among approaches or conflicting messaging are eliminated.

EFFICIENCIES AND ECONOMIES

A comprehensive data set has not been compiled and maintained to guide the strategy of the sustainable seafood community and various data efforts and assessments have resulted in “data islands.” These efforts may answer targeted questions, such as the state of fishery improvement projects globally or the overall state of global seafood production, they do not answer larger questions regarding the most critical priorities or emerging opportunities to achieve additional gains. They also don’t answer questions about critical gaps in community action or redundancies (or even conflicts) among efforts or help the community engage in deep strategic discussions about who is doing what and why they are best positioned to carry out that work. These past and recurring analyses represent significant cost in both funds and effort. Under this strategy, the Alliance proposes to consolidate those costs under one cohesive approach designed to answer the aforementioned driving strategic questions of our community.

As noted above, there are a number of efforts that could be brought under this comprehensive data umbrella, including the Certification and Ratings’ Global Benchmark analysis and report, funder evaluations and research/status of the field efforts (e.g. FIP reviews or the Packard Foundation’s Progress Toward Sustainable Seafood analysis) and individual organizations’ data collection and analysis to inform program priorities and/or partnerships.

To succeed as a movement, these efforts must either be combined or conducted in concert such that conclusions are shared and not duplicated. The Alliance believes combining these efforts will create efficiencies and the ability to leverage assets and relationships in ways that currently do not occur. Sharing

an evidence base would support streamlining and consistency across our community and would allow individual organizations to draw on the common data set to inform strategic planning processes and refinement of goals and objectives rather than conducting as-needed data collection and analysis.

Finally, by gathering and using quality evidence, we can more quickly identify and replicate that which is working and discontinue that which is not.