



CONSERVATION ALLIANCE  
FOR SEAFOOD SOLUTIONS

# STRATEGIC PLAN EXECUTIVE SUMMARY

October 2020



## THE CONSERVATION ALLIANCE FOR SEAFOOD SOLUTIONS

The Conservation Alliance for Seafood Solutions is a global community of stakeholders working together to improve the sustainability and responsibility of seafood supply chains, for our ocean and the people who depend on it.

The Conservation Alliance formed in 2008 to build communication and coordination among conservation organizations working to promote sustainable seafood. Together later that year, the Alliance created a Common Vision that would serve as a road map for seafood businesses to develop and implement practices that support environmentally sustainable fishing and aquaculture production.

The Alliance made good progress in its first ten years. Global fishing and aquaculture practices started to shift and began to address the labor rights of seafood workers in sustainability efforts as well.

However as the challenges facing our oceans and the people who depend on them continued 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 and 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 10-year goal that seeks to double our collective impact. To achieve this goal, our community must influence markets and production geographies well beyond our historical reach. We must learn faster, partner more broadly, work more efficiently, and focus more strategically than we have in the past. We must ground our decisions about work priorities in data so that we can measure our collective impact and celebrate 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](http://WWW.SOLUTIONSFORSEAFOOD.ORG).





# THE CONSERVATION ALLIANCE’S STRATEGIC PLAN (2020-2024)

## SCOPE

The commercial production of seafood worldwide

## VISION

A world with an abundance of seafood in an environment where workers, communities, and our ocean can all thrive

## 10-YEAR GOAL

By 2030, at least 75% of global seafood production is environmentally sustainable or making verifiable improvement and 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 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.

The Monterey Framework and its associated assessment tool encompass the UN's Universal Declaration of Human Rights, the eight ILO fundamental conventions, and the ILO Work in Fishing Convention. In line with the UN Guiding Principles, the Social Responsibility Assessment Tool serves to operationalize Principle 15, which calls for companies to undertake human rights due diligence.

### ACCELERATING AND INCREASING COLLECTIVE IMPACT

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

#### IDENTIFY AREAS WHERE MULTIPLE ORGANIZATIONS ARE WORKING.

We support and amplify existing initiatives to create efficiency and impact.

#### IDENTIFY AREAS WHERE NO ONE IS WORKING.

We find the gaps and uncharted opportunities to benefit everyone.

#### ENSURE THAT DIVERSE PERSPECTIVES THROUGHOUT SEAFOOD SUPPLY CHAINS ARE INCLUDED.

We are a global hub for collaboration and change.



## CORE STRATEGIES

### SETTING CLEAR EXPECTATIONS AROUND SEAFOOD PRODUCTION

#### OBJECTIVE

*By 2030, the objectives and implementation of all Alliance efforts, such as business commitments, improvement projects, and governance reform incorporate environmental sustainability and social and financial responsibility as fundamental elements of success.*

The Alliance will work to set clear and common expectations for environmentally sustainable and socially and financially responsible seafood production.

#### ENVIRONMENTAL SUSTAINABILITY.

We are a convening platform for organizations to discuss and align around sustainability definitions, best practice, guidance, and tools.

#### SOCIAL RESPONSIBILITY.

The incorporation of robust social responsibility practices in seafood production remains relatively rare. We aim to be the home of the intersectional conversation about environmental sustainability and social responsibility in seafood. We act as a connector and facilitator between environmental groups and human rights and worker voice experts to ensure mutually supportive initiatives.

#### 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.

### 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 social and environmental improvements in aquaculture 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.



## USING SHARED DATA TO ASSESS NEEDS AND PRIORITIZE ACTIONS

### OBJECTIVE

*By the middle of 2021 (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 set of guiding targets and measurement system to:

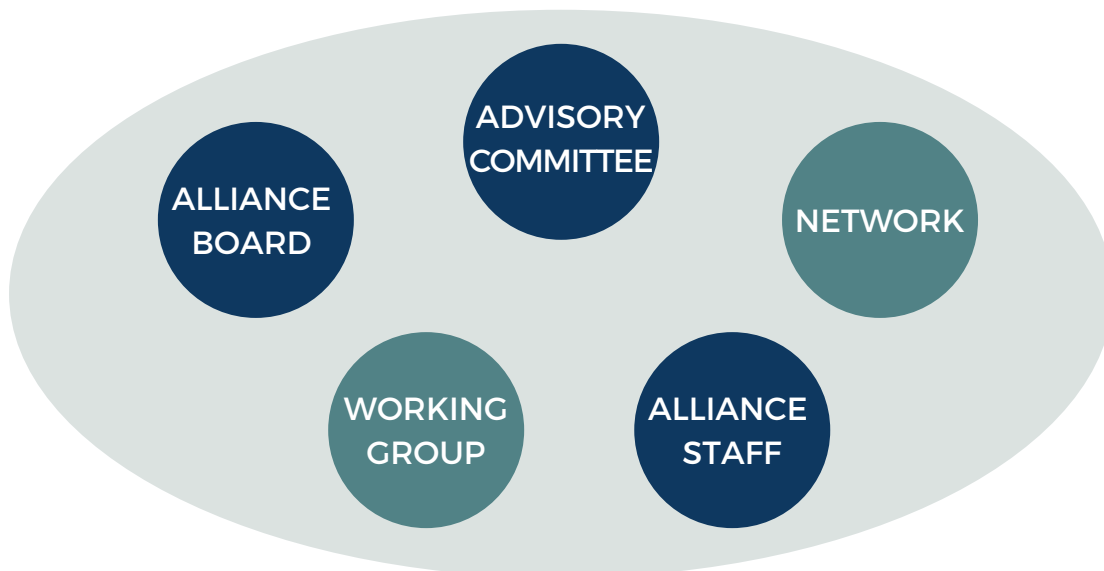
- Help the community assess progress against its shared understanding of the changes that need to happen to successfully transform seafood supply chains.
- Use that assessment to identify how individual and collective actions are aligning with priority needs and emerging opportunities.
- Make decisions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

## THE ALLIANCE PARTICIPATION MODEL

The Conservation Alliance convenes a Global Hub of experts and organizations that work on seafood sustainability and responsibility.

Global Hub members participate in Networks and Working Groups to achieve Alliance and organizational goals.

Strategic oversight is provided by an Alliance Board and Advisory Committee, and Alliance staff manage the community and projects.





## THE 2020 ALLIANCE BOARD

**TOBIAS AGUIRRE**

*Chief Executive Officer*

FishWise

**RICHARD BOOT**

*Founder and Chief Executive Officer*

FishChoice

**STEPHANIE BRADLEY**

*Director Fisheries in Transition*

World Wildlife Fund - US

**JENNIFER DIANTO KEMMERLY**

*Vice President Global Ocean Initiatives*

Monterey Bay Aquarium

**JACK KITTINGER**

*Senior Director of Global Fisheries and Aquaculture*

Conservation International

**INDRANI LUTCHMAN**

*Program Director FIP Evaluation and External Relations*

Sustainable Fisheries Partnership

**HOYT PECKHAM**

*Chief Innovation Officer*

Ocean Outcomes

**BRIAN PERKINS**

*Regional Director*

Americas Marine Stewardship Council





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