SALT DataLab Americas Report

December 2017
Palo Alto, California

SALT
SEAFOOD ALLIANCE FOR LEGALITY & TRACEABILITY

Executive Summary

Nearly 60 participants from the Americas attended the first ***Seafood Alliance for Legality & Traceability (SALT)*** DataLab, one of four working meetings to help design the alliance. The DataLab provided a forum for stakeholders to clarify the main problems around traceability and IUUF (illegal, unregulated, and unreported fishing), share considerations for social responsibility, and identify partners and activities to work on those problems. The three main problem areas considered were: 1) lack of cross-learning platform; 2) under-valued & ineffective traceability; and 3) systems designed for narrow uses. For two days, participants self-selected to discuss one of three problem statements and identify potential solutions for collaborative action or "minimum viable collaborations" (MVCs).

Purpose

The purpose of the DataLab was to convene influential stakeholders with diverse perspectives on issues related to seafood traceability and legality, fisheries management, and associated labor rights issues to identify and prioritize specific problems that require collective action to solve and come up with potential solutions. At the end of this five-year project, SALT envisions a landscape with an empowered and self-regulating private sector that is able to meet its sustainability commitments by leveraging traceability and taking action against the trade in IUUF products and those associated with human rights and labor abuses. SALT envisions seafood-producing country governments leveraging traceability to verify the legality of harvests and sustainably manage their fisheries.

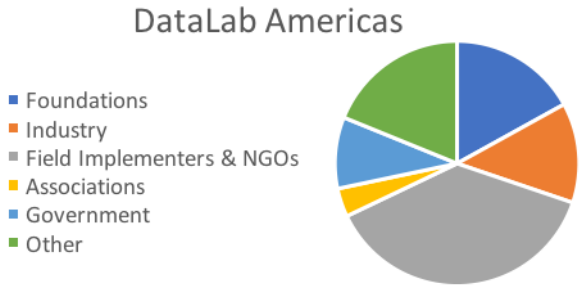

Figure 1: DataLab Americas Participant Representation

Outcomes

In two days, participants identified more than 10 potential collaborative actions that SALT and others could support. A table of the recommended actions can be found below. Many participants completed an evaluation that showed the intended outcomes of the meeting were achieved:

- 87% of respondents found that key influencers were participating and that the groups achieved consensus on one or more important problems.
- 73% said this event built or increased trust among influential stakeholders from government, industry, NGOs, and other organizations.

In addition, SALT received valuable feedback about how to improve the co-design process. The evaluations highlighted improvements that will be incorporated into the next DataLab including clarifying *what SALT is* -- role, resources, and infrastructure available. There are some answers to those questions in the full report.

What's Next?

SALT asked participants to share the suggested collaborative actions identified at the DataLab with their teams and organizations. Participants can then work with their colleagues to decide if their institution is willing to commit to participation in the SALT PartnerLab to be held in Asia in September 2018. SALT will share all of the collaborative actions suggested from the three global DataLabs prior to the PartnerLab so groups can identify where they would like to work together. At the PartnerLab, groups will then articulate their resource commitments and develop a concrete plan for taking action through SALT in subsequent years. For those interested in participating, but who cannot attend the PartnerLab, SALT will work with you to facilitate your involvement. Participants can also spread the word about SALT and direct people to get more information or register their interest at www.fishwise.org/SALT.

SALT DataLab Americas Full Report

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Background

Over the last several years, many stakeholders have indicated a strong willingness to work together on seafood traceability, particularly those aspects that no group can solve alone. SALT will enable a wide array of stakeholders to clarify the needs, challenges, and opportunities for improving seafood traceability and focus on those issues best addressed through collaboration and collective action. SALT's activities will include *collaboration and learning events* (in-person and virtual) that convene diverse stakeholders across seafood supply chains and an *online resource and learning platform* to support knowledge sharing and expertise from other projects from around the world. A five-year public-private partnership between USAID, the Walton Family, Packard and Moore Foundations, SALT is implemented by FishWise. SALT was jointly announced at the 2017 Our Ocean Conference.

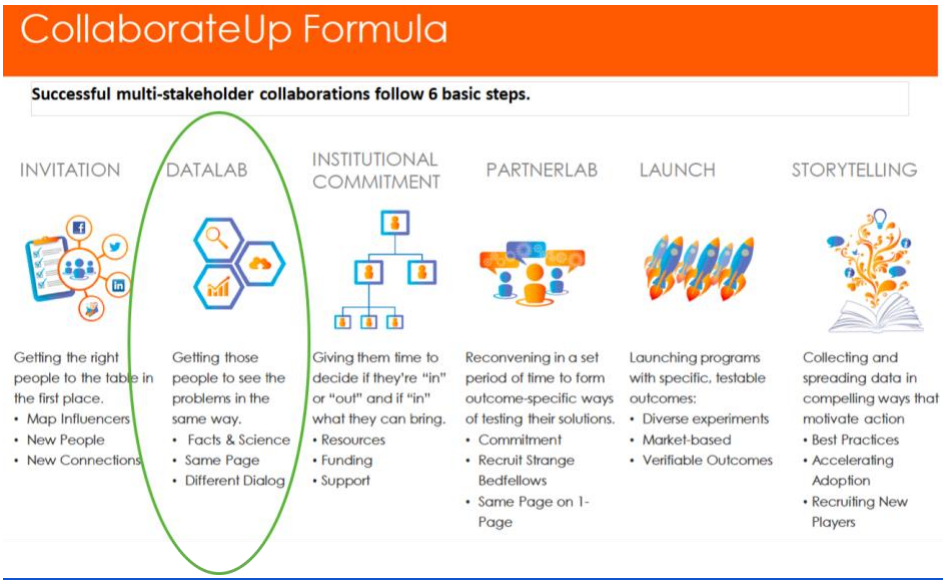
Process

In its first year, SALT will convene stakeholders across seafood supply chains to define problems related to seafood traceability and identify innovative solutions to move forward. During this co-design phase, there will be three DataLab convenings globally (Americas, EU/Africa, Asia) to ensure the process is representative of diverse stakeholders in multiple geographies. If interested stakeholders are not able to participate in DataLabs, they can register their interest with SALT here or email SALT@fishwise.org.

SALT Year 1 Co-Design Dates

DataLab	Location	Date
DataLab Americas	Palo Alto, California	December 2017
DataLab EU/Africa	London, England	March 2018
DataLab Asia	Bangkok, Thailand	June/July 2018
PartnerLab	Bangkok, Thailand	August/September 2018
SALT Implementation Launch	TBD	Late 2018

This "co-design" process is supported by CollaborateUp, a collaboration consulting firm, and an Advisory Committee consisting of leaders from government, philanthropy, industry, and civil society. The DataLab Americas was the initial, multi-stakeholder convening to launch the process, which will follow CollaborateUp's steps for multi-stakeholder collaborations (see figure below). The co-design findings will inform the official launch of SALT in late 2018 and the scope of work for the remaining four years of the project. During the DataLab Americas, FishWise and CollaborateUp presented about the meeting process and detailed information about SALT. The slides can be found here.



Problem Statements

Based on knowledge of the issues related to IUUF and traceability and conversations with diverse stakeholders, three main problem statements were identified prior to the meeting and distributed as pre-reading. SALT posted a Seascape at the beginning of the process and asked participants to highlight where they are working to help orient the participants to the type of work being done by their colleagues.

Figure 2: Seascape of Participant Work

After reviewing and revising the problem statements, people self-selected to discuss one of three problem statements:

1. *Lack of a Cross-Learning Platform*: People lack dedicated time, space, and facilitated opportunities to come together, share findings and best practices, promote efforts, integrate approaches, and foster a collaborative mindset to improve data collection, electronic monitoring, seafood tracking, and fisheries management. Without such opportunities to exchange knowledge, they find it difficult to catalyze constructive and collective action to combat illegal, unreported, and unregulated fishing (IUUF), address human rights and labor abuses, and strengthen fisheries management.
    a. How might we create the dedicated time, space, and facilitated opportunities for knowledge exchange to promote legal and sustainable fisheries?
    b. How might SALT support people in garnering the institutional commitment necessary for participation in a cross-learning platform?

2. *Under-Valued & Ineffective Traceability*: Many companies, governments, and NGOs undervalue traceability as a resource and strategy for managing core business risks, complying with regulations, generating sales growth, sustainably managing fisheries, and ensuring that the seafood entering markets is legal and sustainable/responsible. This undervaluing is due, among other things, to a lack of sufficient interoperability, hindering the ability of data and technology systems to efficiently realize the above outcomes and to support the collective action required to combat IUUF and human rights and labor abuses, and strengthen fisheries management.
    a. How might we overcome the current barriers to expanding accessible, interoperable, and electronic catch documentation and traceability?
    b. How might we integrate the efforts already underway to develop commonly agreed upon key data elements and standards, to build business cases for traceability, and other related projects?

3. *Systems Designed for Narrow Uses*: The information systems in use by the seafood industry and seafood-producing country governments, or "producer country governments," do not support sharing of data for multiple purposes by multiple users. Organizations often work on pilots and projects with only one goal in mind, such as meeting import requirements but not better managing a fishery, or vice versa, and also often cannot connect these projects with existing system(s).

a. How might we better align the needs/requirements from the "last mile" (major buyers and seafood-consuming country governments) with the needs and objectives of the "first mile" (harvesters, aquaculturists, and producer country governments)?

b. What if information systems could simultaneously support fisheries management, import requirements, and major buyer responsible sourcing commitments? What would they need to look like?

Key Outcomes

While working in groups, participants were asked to examine and refine the problem statements and identify opportunities for collaborative action. This conversation was grounded in a thorough mapping of existing efforts. Participants were asked to identify collaborative actions (MVCs) they think are important and would be willing to work on with others in the group. In addition, people were asked to clarify what role they think the SALT project could play in these efforts.

The ideas featured in the table below represent the actions as originally expressed at the DataLab Americas with some adjustments and clarifications based on further input from the participants and organizers. The "Suggested Collaborative Actions" column endeavors to capture and relay the opportunity and value proposition. Some ideas had very clear goals and others require more exploration for their development.

All of the collaborative actions from the three DataLabs will be shared prior to the PartnerLab in September. Organizations interested in working on the items highlighted in the table below are free to pursue those efforts prior to the PartnerLab. If you do intend to start work, please notify SALT so we can track and support your work where we can and avoid duplication of efforts. SALT will share publicly the final list of goals and collaborative actions participants agreed to pursue at the launch in October.

Table 1: SALT DataLab Americas Suggested Collaborative Actions

Issue	Suggested Collaborative Action
Problem Statement #1 - Lack of a Cross-Learning Platform	
There is no central location for all traceability information and there is website fatigue.	***Information and Collaboration Website*** – SALT could develop and manage a website (outsourcing portions as needed) focused on traceability. The goal is to create connection, community, and a knowledge repository to make it more than another website. The knowledge platform should work to address power dynamics and promote diversity and intellectual safety. In order to be different, a site supported by three key people with the roles of Reporter, Librarian, and Concierge was proposed. The site would have a Code of Conduct to commit to protect intellectual property so one group cannot take another group's idea. There would be a reporting mechanism to hold people accountable. Overall, the site should connect people, tell diverse stories, and curate content providing it in multiple languages, if possible.

Problem Statement #2 - Under-Valued & Ineffective Traceability	
Investment is high for catch monitoring and other traceability systems.	Reduce the barriers to capital investments in traceability, especially at the beginning of the supply chain (at origin). Engagement with producer country governments is important. Government to government relationships to facilitate knowledge sharing; SALT participants could look at how existing regulations may facilitate this engagement.
There is not a clear value proposition for businesses/individuals to adopt traceability systems. and Improve the business case for mid-supply chain companies to invest in traceability improvements.	SALT can convene and bring people together since it is difficult to attend all global meetings. Synthesize information and share it back to participants.
	Act as a one-stop shop on latest information on traceability - tools, info, meetings, other initiatives, etc. (just as fisheryprogress.org does for FIPs). SALT can serve as a clearing house.
	Come up with baseline elements of what ANY traceability system should have – ex. from produce, beef, or pharmaceuticals. Everyone wants to know the basics needed and then modify to suit their needs.
	Conduct a pilot case study testing the baseline elements as a proof of concept and then replicate the process in different value chains to test the theory.
	Businesses are taking action but not disclosing all that they do. How can we figure out how to extract that data and share it in a non-competitive way?
Problem #3 Systems Designed for Narrow Uses	
Lack of Understanding of Data Needs - SALT's key value add is being multi-sectoral with diverse stakeholders and able to convene people from across the value chain & build capacity through information sharing	Identify or develop an open source of information promoting cross learning about what is working and what isn't working in traceability efforts.
	To reduce the number of meetings, SALT could summarize what is happening and communicate it out to others - including the topic of "key data elements".
	Map the barriers and threats to adoption and use SALT to break down these barriers. Identify marketplace actors, government, companies, etc. who are not engaged and who need help with traceability. SALT should conduct a mapping/matrix of all KDEs and what needs to carry vertically v. horizontally through the supply chain -- social and environmental.
Laws and institutional culture are not supporting global traceability or data sharing	Engage with 1-2 progressive supply chain businesses to identify pain points. Choose a company and conduct social science research to understand if conflicts exist between compliance and business mandates for traceability. What data and systems are being built to deal with conflicting mandates? Use the information gained to lay out potential frameworks for changing policy or data systems moving forward.
	Consider the Port State Measures Agreement as a way to tie traceability to legality. Conduct an issues analysis, reviewing existing research by Pew and commissioning additional research if needed, on the status of implementation and potential gains from accelerated and improved implementation by additional countries. Are there opportunities that could link traceability and legality?
	Reach out to groups engaged on small-scale fisheries linked to markets.
Motivations of each of the players in the value chain to adopt traceability and use data for environmental and social sustainability are not well understood.	SALT should identify the best type of analysis and stakeholders to be involved. Potential options are a Political and Economy Analysis (PEA): ● PEA is used to explore how and why something is being done by understanding the root cause and reasons why (conflicting motivations, power dynamics, safety, etc.) ● Identify trends in regions, species, value chains, etc. ● Factors for selection: Identify 3-4 pilots from small-scale to large-scale fisheries with high to low risk issues that could answer important questions and fill in gaps in information.

Adaptive Management

In the DataLab Americas, SALT received valuable feedback about how to improve the co-design process. The evaluations highlighted improvements that will be incorporated into the next DataLab. In particular, we heard that clarifying what *SALT is* remains important with questions like: 1) What resources does SALT bring?; 2) What infrastructure does SALT bring?; 3) Does SALT intend to be an informer, facilitator, process convener, or mediator? While the SALT project has just launched and we are still in the process of defining our role, here are some answers to those questions.

1) *What resources does SALT bring?*
SALT is a five-year project with $5M ($1M annually) in funding for the life of the project. That funding is dedicated to staffing SALT; convening and participating in events (and possibly funding others to participate) in order to share information broadly; and developing a learning platform. SALT will not be giving grants at this time.

2) *What infrastructure does SALT bring? What can SALT staff provide?*
SALT will bring human resources to support collaboration among SALT participants (including hosting collaboration and learning events), create an online information and learning platform, and offer FishWise expertise in traceability and human rights issues.

3) *Does SALT intend to be an informer, facilitator, process convener, or mediator?*
SALT could play many of these roles but for the co-design effort in the first year, SALT is acting as a convener[1] of diverse stakeholders interested in working on IUUF and traceability. We see our role as bringing people together in person (DataLabs, PartnerLabs, and beyond) to identify key participants and to help facilitate action around important traceability and IUUF issues by convening people or providing platforms for collaboration to happen. SALT may act as an informer at times and facilitate collaborations as well but the primary function for the first year is to be a convener.

Conclusion & What's Next?
At the end of this five-year project, SALT envisions a landscape with an empowered and self-regulating private sector that is able to meet its sustainability commitments by leveraging traceability and taking action against the trade in IUUF products and those associated with human rights and labor abuses. SALT envisions seafood-producing country governments leveraging traceability to verify the legality of harvests and sustainably manage their fisheries. SALT will support efforts to transform how the seafood industry and governments collect, share, verify, and utilize data, in the pursuit of sustainable fisheries and biodiversity conservation.

DataLab Americas participants can prepare for the PartnerLab in Asia in September by sharing the suggested collaborative actions from the DataLab with your team and organization. If SALT will bring value to your work, please seek support from your institution for continuing to participate in specific collaborative actions proposed and SALT overall (contributing information for learning, etc.). The PartnerLab will bring together all of the collaborative actions suggested by participants in the three global DataLabs for SALT to identify where they would like to work and what resources they can commit, and plan the way forward. For those interested in continuing to participate but who cannot attend the PartnerLab, SALT will work with you to facilitate your involvement. If interested stakeholders are not able to participate in DataLabs, they can register their interest with SALT here.

Please spread the word about SALT and direct people to get more information or register their interest at www.fishwise.org/SALT. If you have any questions about SALT please contact SALT@fishwise.org .

[1]A convener is an individual or group responsible for bringing people together to address an issue, problem, or opportunity. The convener's primary responsibility is to serve as the organizer and administrator of the collaboration, carrying out the preliminary and follow-up tasks that ensure the process proceeds smoothly. http://collaborativeleadersnetwork.org/leaders/the-role-of-the-convenor/

List of DataLab Americas Attendees

	Name	Organization
1	Brad Ack	World Wildlife Fund
2	Tobias Aguirre	FishWise
3	Aurora Alifano	FishWise
4	Ashley Apel	Fair Trade USA
5	Sandy Aylesworth	Natural Resources Defense Council
6	Talin Baghdadlian	CollaborateUp
7	Gavin Bailey	Walmart
8	Jenny Barker	FishWise
9	Richard Boot	FishChoice
10	Peggy J. Turk Boyer	Intercultural Center for the Study of Deserts and Oceans
11	Mariah Boyle	FishWise
12	Bernd Cordes	Gordon and Betty Moore Foundation
13	Richard Crespin	CollaborateUp
14	Arne Croce	FishWise
15	Shawn Cronin	Monterey Bay Aquarium
16	Cheryl Dahle	Future of Fish
17	Guy Dean	Albion Fisheries
18	Karrie Denniston	Walmart Foundation
19	Keith Flett	Norpac Fisheries Export
20	Jim Gilmore	At-Sea Processors Association
21	Alanna Gisondo	FishWise
22	Julian Hawkins	Vericatch
23	Teresa Ish	Walton Family Foundation
24	Susan Jackson	ISSF
25	Martha Aureo Estrado Jimenez	National Commission for Aquaculture & Fisheries - Mexico
26	Kristine Johnson	Kingfisher Foundation
27	Dick Jones	Ocean Outcomes
28	Jennifer Kane	USAID

29	Jennifer Dianto Kemmerly	Monterey Bay Aquarium
30	Jim Leape	Center for Ocean Solutions
31	Catalina López	UCMEXUS-UC Riverside
32	Meredith Lopuch	Packard Foundation
33	Heather Ludemann	Packard Foundation
34	Josh Madeira	Monterey Bay Aquarium
35	Oleg Martens	MRAG
36	Abby McGill	International Labor Rights Forum
37	Sabine Miltner	Gordon and Betty Moore Foundation
38	Tim Moore	USAID OCEANS/SSG Advisors
39	Helen Moser	CollaborateUp
40	Elizabeth Murdock	Natural Resources Defense Council
41	David Pearl	NOAA Fisheries
42	Sarah Poon	Environmental Defense Fund
43	Ed Rhodes	NFI Crab Council
44	Laura Rodriguez	EDF Mexico
45	Ame Sagiv	Humanity United
46	Adriana Sanchez	Seafood Ninja
47	Francisco Nieto Sanchez	National Commission for Aquaculture & Fisheries - Mexico
48	Brandie Sasser	US Dept. of Labor/Bureau of International Labor Affairs
49	David Schorr	WWF
50	John Steinmetz	Orca Bay Foods
51	Huw Thomas	Pew Charitable Trusts
52	Jorge Torre	COBI
53	Kristin Urquiza	Waxman Strategies
54	Scott Wallace	David Suzuki Foundation
55	A. Hudson Weaver	Niparajá
56	Pam Wharton	U.S. Department of Labor
57	Kate Wing	the databranch
58	Mark Zimring	The Nature Conservancy