



# SEAFOOD ALLIANCE FOR LEGALITY AND TRACEABILITY (SALT)

September 29, 2017 to September 28, 2023

## YEAR 5 ANNUAL REPORT



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# I. Year 5 Executive Summary

## I.1. Summary

The Seafood Alliance for Legality and Traceability (SALT) is a global alliance for learning and collaboration to promote legal and sustainable fisheries through improved transparency in seafood supply chains, with a focus on traceability. It was formed between the United States Agency for International Development (USAID) and the Packard, Moore, and Walton Family Foundations. SALT is implemented by FishWise. SALT's strategic approaches include network building for collaboration and learning, knowledge exchange for action, and communication management. SALT seeks to increase the use of comprehensive electronic catch documentation and traceability (eCDT) systems that address ecological, social, and economic goals through [Comprehensive Traceability Principles](#) and an online learning and knowledge-sharing platform.

By the end of Year 5, the SALT community had grown to 1,870 stakeholders, an increase of over 30% from last year. It includes experts from 89 countries and more than 900 organizations. The most represented stakeholder groups in the SALT community are NGOs (at 29.7%), governments from seafood-producing countries (15.3%), and the seafood industry (12.5%). There was a significant growth in representation from government audiences in Year 5.

SALT's key Year 5 achievements were the application of the Comprehensive Traceability Principles and associated Pathway within several seafood producing developing country government contexts, as well as the continued dissemination of the Principles. SALT shared the Principles through 15 global events, including at a UN Ocean Conference official side event. Two key Principles application engagements with the governments of Peru and Tanzania were continued in Year 5, with another launched in Vietnam. Two initiatives in Mexico incorporated the Principles into their industry- and government-facing work. Beyond these applications, six stakeholders expressed interest in applying the Principles.

SALT's online platform has had over 23,800 unique visitors from 164 countries since the website's launch, with more than 4,000 resources downloaded this year—nearly doubling the target for downloads of SALT products. SALT developed 24 knowledge products to support learning for comprehensive eCDT and added 160 resources to its library, exceeding numbers from previous years and making this one of SALT's most productive years to date. SALT newsletters are well received by the community, with nearly 1,100 recipients from 83 countries. It has 1,117 followers on Twitter and 1,487 on LinkedIn.

## I.2. Key Accomplishments

Building on the efforts of the previous years, Year 5 focused on applying the Traceability Principles in several countries, making Year 5 the most impactful year to date. See the table below for highlights of some of SALT’s major achievements for the year.

**Table 1: Year 5 Achievements**

Fiscal Year 2022 New SALT Products
<p><b>SALT Web</b></p> <ol style="list-style-type: none"> <li>1. U.S. Retail Traceability Trends</li> <li>2. Giving Fish a Passport? A New Electronic Traceability Effort in Japan</li> <li>3. SALT Summary of the Report: Overcoming Institutional Barriers to Implementing Digital Traceability</li> <li>4. Bringing Seafood Traceability Principles and the Spirit of Collaboration to Latin American and the Caribbean</li> <li>5. Spanish version: Bringing Seafood Traceability Principles and the Spirit of Collaboration to Latin American and the Caribbean</li> <li>6. Collaborative Traceability Project Brings Triple Impact to Tanzanian Fisheries</li> <li>7. How Can Comprehensive Seafood Traceability Principles Guide The Design and Implementation of Electronic Systems in the Real World?</li> <li>8. What data can help us uncover human and labor rights risks in the seafood sector?</li> <li>9. <i>A Dash of SALT</i>, episode 2: How Can Data Used to Trace Seafood Also Fight Human and Labor Abuses in this Industry?</li> <li>10. U.S. Retail Traceability Trends: A Digest</li> <li>11. Blog SALT success 2021</li> <li>12. Small Grantee and Local Partner Contributions</li> <li>13. How Electronic Traceability Systems Are Becoming the Backbone of Indonesian Fisheries’ Sustainability Initiatives</li> <li>14. SALT Grantee Final Update: MDPI Co-Design Workshop on Emerging Traceability Technology for Indonesian Fishery Supply Chains</li> <li>15. SALT Grantee Final Update: Consultation Workshop on the National Roadmap and Guidelines for e-Logbook and eCDT in Vietnam</li> <li>16. Q&amp;A with Aqua-Farms Organization: Applying the Comprehensive Traceability Principles in Tanzania</li> <li>17. Q&amp;A with MCD and VINATUNA: Applying the Comprehensive Traceability Principle in Vietnam</li> <li>18. From Vericatch: Why Is Traceability Important for the Seafood Supply Chain? Q&amp;A with Julian Hawkins</li> <li>19. From Seafood Source: Better Data in The Time Of Covid-19: Opportunities for Advancing eCDT In Wild-Capture Fisheries</li> <li>20. From the Fisheries Transparency Initiative (FiTI): TAKING STOCK—Online Transparency of Fisheries Management Information</li> </ol> <p><b>SALT YouTube (include webinar and workshop recordings)</b></p> <ol style="list-style-type: none"> <li>1. “Tanzania’s traceability program work with SALT, United Oceans Conference 2022,” Jul. 2 2022</li> <li>2. “How Tanzania Can Protect Coastal Fisheries and People Who Depend on Them,” Feb. 28, 2022</li> <li>3. “Panel discussion: Importance of Collaboration and Technology for Successful Traceability” (English and Spanish versions), Nov. 18, 2021</li> <li>4. “Nuevos Principios de Trazabilidad de Los Productos del Mar” (Toonly Video on Traceability Principles in Spanish), Nov. 4, 2021</li> </ol>

## Fiscal Year 2022 SALT Services

### Traceability Principles Application

- Tanzania
- Vietnam
- Latin American and Caribbean (LAC) region, including:
  - Mexico
  - Peru
  - Ecuador
  - Argentina
- FAO Blue Ports Initiative
- Canada

### Learning Events

1. Workshop (2 parts): Comprehensive Traceability to Combat Illegal, Unreported, and Unregulated Fishing in Latin America and the Caribbean
2. Importance of Traceability (SANIPES Anniversary Event)
3. “Capacitaciones Yucatán—Trazabilidad en la Pesca” (EDF Traceability Dialogue in Yucatán)
4. “Principios de Trazabilidad del Marisco para Fomentar el Intercambio de Datos” (“Seafood Traceability Principles to Encourage Data Sharing,” presentation at Del Pacifico Live Blue Convention)
5. Responsible Seafood Peru (presentation at Iberostar Alignment Meeting in Peru)
6. Consultation Workshop on the National Roadmap and Guidelines for e-Logbook and eCDT in Vietnam
7. Seafood Traceability: How Tanzania Can Protect Its Coastal Fisheries and the People Who Depend on Them
8. AFO Stakeholder Mapping Workshops
9. Fisheries and Aquaculture Research for a Vibrant Blue Economy (TAFIRI Conference side event)
10. Labor Key Data Element (KDE) Roundtable
11. UN Ocean Conference Official Side Event: Seafood Traceability—Utilizing Data and Collaboration for Triple Bottom Line Impact
12. Co-creating an Electronic Traceability Strategy for the Kilwa Octopus Fishery

Based on the updated MEL plan for Years 5–6, SALT uses a Spectrum of Engagement (SoE) to measure how the members of the SALT community increase their engagement with SALT and SALT activities. Participation in the SALT community is now tracked when someone:

1. Engages with SALT or its community (e.g., signs up for the newsletter).
2. Reaches out to SALT for specific traceability guidance or connections.
3. Expresses interest in or applies one of SALT’s products to their work (e.g., attends a SALT webinar on a product, asks SALT for technical input or resource suggestions based on a specific product).

By the end of Year 5, over 63% of the entire SALT community was at the “share” stage or higher in SALT’s SoE, meaning that the majority of stakeholders are actively involved in the community.

## **I.3. Learning Highlights**

While SALT’s global reputation, network, and products continued to strengthen in Year 5, there have been multiple opportunities to learn and adapt throughout the year. Many of these lessons are covered in more detail in section 4.4.3 below (i.e., “Learning in Year 5”), but highlights include:

- Becoming more adept at reaching the target audience of governments from seafood producing countries, working with a “coalition of the willing” (rather than designated countries) to provide support where it was requested.
- Noticing a continued gap in engaging industry (SALT’s second target audience), which was partially a result of prioritizing government engagement. With tangible products in hand, SALT will be able to find better inroads to this target audience in its final year.
- Structuring the SALT team to allow redundancies that better support adaptive management of projects.
- Integrating more deeply with FishWise through discrete, concrete collaborations that lean on FishWise technical expertise.
- Fostering commitment and buy-in with codesign processes throughout the project.
- Recognizing that every country has similar challenges in developing and implementing eCDT programs, with slightly different cultural contexts and timelines, reinforcing the need for a body like SALT.

## **1.4. COVID-19 and Implementation**

Challenges from the COVID-19 pandemic continued in Year 5, though most of the community has adapted to new ways of working. Descriptions of planned activities that were delayed or adapted because of the pandemic are given throughout this report, though fewer disruptions as compared to Year 4 were noted in Year 5. While there is some loss in the depth of connections built without in-person interaction, the shift to virtual events as a result of the global pandemic has allowed the team to facilitate and present at a more diverse set of conferences and a wider range of events. The use of online webinars and conferences has also increased since the world has adapted to COVID-19.

## **2. Introduction**

On August 30, 2017, USAID awarded FishWise a five-year cooperative agreement to be the implementing partner for SALT. Cooperative Agreement #AID-OAA-A-17-00020 went into effect September 29, 2017.

SALT is a global alliance for collaboration and learning to promote legal and sustainable fisheries through improved transparency in seafood supply chains. SALT brings together the seafood industry, governments, and non-governmental organizations (NGOs) to learn and support collaboration on innovative solutions for legal and sustainable seafood, with a particular focus on traceability—the ability to track the movement of seafood through supply chains. SALT is a response to new policy, industry, and technological developments that create opportunities to address sustainable fisheries management as a key issue for development and biodiversity conservation. It brings together the resources, relationships, and experience of USAID; the David & Lucile Packard, Gordon and Betty Moore, and Walton Family Foundations; and FishWise to create a global, multi-stakeholder network for identifying and expanding emerging best practices.

Illegal, unreported, and unregulated (IUU) fishing represents one of the most complex issues confronting the world today. Complex systems are dynamic by nature and made up of interdependent parts. This is true in ecological systems, market systems, and social systems. To change or transform a system requires more than individual or unilateral action. Complex systems problems require collaboration and coordination to achieve positive change. Addressing IUU fishing, associated labor and human rights abuses, and inadequate fisheries management will improve security, economic prosperity, and food security for the millions of



people who depend on fisheries for their livelihoods. Helping fishers, governments, and enterprises to produce and trade in legal, sustainable, and labor-friendly products for global trade is a win for developing countries, putting them on a path to self-reliance, a win for consumers, and a win for the environment, because it helps sustain biodiversity.

The term “eCDT” stands for electronic catch documentation and traceability, and refers to the electronic collection, recording, and sharing of verifiable information relating to seafood products as they move through supply chains. A *comprehensive eCDT* system should capture and use ecological, social, and economic data related to seafood products to support and strengthen effective fisheries management, identify and prevent IUU fishing and mislabeled products from entering markets, and support legal and equitable human welfare conditions for laborers. For this document, “eCDT” will be used to signify the broad spectrum of work in which SALT engages, from capturing and using data to the entire traceability system.

As reflected in the SALT Results Chain (Annex 1), ecological well-being includes improved fisheries management by governments and fishing associations as an essential element of healthy ocean biodiversity and profitable seafood supply chains. Successful fisheries management ensures that social and economic benefits can be increased while maintaining sustainable yields, protecting/securing fishery resources, and conserving biodiversity.

Catch documentation and traceability systems need to be available, widely used, and useful to seafood companies so the industry can monitor and self-regulate. Ideally, such systems are electronic or can move from paper-based to electronic early on in supply chains. Seafood producing countries need to improve their capacity to manage fisheries and implement reform while detecting and deterring IUU fishing. Sharing catch documentation data would lead to a reduction in IUU fishing and unsustainable fishing, along with associated criminality such as human rights abuses, seafood fraud, and other transnational or organized crime. This will, in turn, help coastal ecosystems and sustainable fisheries management, leading to improved biodiversity, food security, livelihoods, and self-reliance globally.

Despite the interest in and work happening on eCDT globally, progress in the traceability field has been slowed by what should be interrelated work occurring in isolation. No single entity had served as a place for learning and collaboration. USAID and the partner foundations developed SALT to fill that gap.

Central to SALT’s work is uniting the many eCDT conversations and work streams into one coherent effort, captured by a knowledge management system. SALT aims to catalyze solutions

that transform how the seafood industry and governments collect, share, verify, and, ultimately, use data for ecologically and socially responsible fisheries. SALT focuses on building collaboration by engaging diverse stakeholders across seafood supply chains, maintaining and expanding an online resource and learning platform, and creating resources that capture and synthesize information around existing eCDT efforts in order to support knowledge sharing on traceability in general and the needs of specific seafood producing countries in particular.

SALT has four objectives:

1. Expand accessible, interoperable, and eCDT systems for wild capture fisheries and aquaculture.
2. Increase the capacity of seafood producing countries to adopt catch documentation and traceability systems to strengthen fisheries management and verify fisheries data.
3. Increase incentives and capacity for the seafood industry to adopt eCDT to ensure the legality of wild-caught fishery products in their supply chains.
4. Identify ways in which the implementation of eCDT can support human and labor rights for all seafood workers and improve food security, livelihoods, and well-being.

SALT's key results include the development of the Comprehensive Traceability Principles and the incorporation of those Principles into existing or new eCDT systems. SALT outlines its full set of key results via its Monitoring, Evaluation, and Learning (MEL) plan.

At the end of this six-year project, SALT envisions a dynamic community of stakeholders from around the world who are accessing, sharing, and applying traceability knowledge and best practices to create comprehensive eCDT systems—systems that are effective and expandable to support ecological, social, and economic well-being.

SALT draws upon elements of collective impact theory, with FishWise playing the role of a backbone organization. As defined by FSG, collective impact “occurs when organizations from different sectors agree to solve a specific social problem using a common agenda, aligning their efforts, and using common measures of success.”<sup>1</sup> John Kania and Mark Kramer in the *Stanford Social Innovation Review* write, “creating and managing collective impact requires a separate organization and staff with a very specific set of skills to serve as the backbone for the entire initiative. Coordination takes time, and none of the participating organizations has any to spare. The backbone organization requires a dedicated staff separate from the participating

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<sup>1</sup> Lakshmi Iyer, “[How Do Rural Communities in the U.S. Implement Collective Impact?](#)” blog post, FSG, November 5, 2012.

organizations who can plan, manage, and support the initiative through ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the initiative to function smoothly.”<sup>2</sup> Backbone organizations guide vision and strategy, support aligned activities, establish shared measurement, cultivate community engagement, advance policy, and mobilize resources.

In accordance with the cooperative agreement, this document comprises the Year 5 annual report for SALT.

## 2.1. SALT Strategy

After an initial year of co-design with 34 countries and 132 organizations around the globe, SALT developed the Year 2–5 strategy, which was submitted to USAID. SALT prioritizes two thematic areas (see Figure 1), with two priority target audiences for its work:

1. Incentivizing the uptake of eCDT. This work will include both mapping the barriers to uptake and demonstrating the value of adopting eCDT. Many companies, governments, and NGOs undervalue eCDT 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 socially responsible. Explaining the value of comprehensive eCDT is important to increasing its uptake. SALT will explore demonstrated return on investment (ROI) for comprehensive eCDT from a financial, ecological, and social value perspective. SALT’s work includes both identifying the diversity of needs and challenges at different points in the supply chain and making the case for comprehensive eCDT.
2. Developing implementation principles. The information systems in use by the seafood industry and seafood producing countries often do not support sharing 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 fishery management, or vice versa. They often cannot connect these projects with existing systems. A lack of interoperability hinders the ability of data and technology systems to realize the potential of eCDT and to support the collective action required to combat IUU fishing and human rights and labor abuses, and to strengthen fisheries management. SALT will analyze how to best learn from existing efforts to develop principles for the

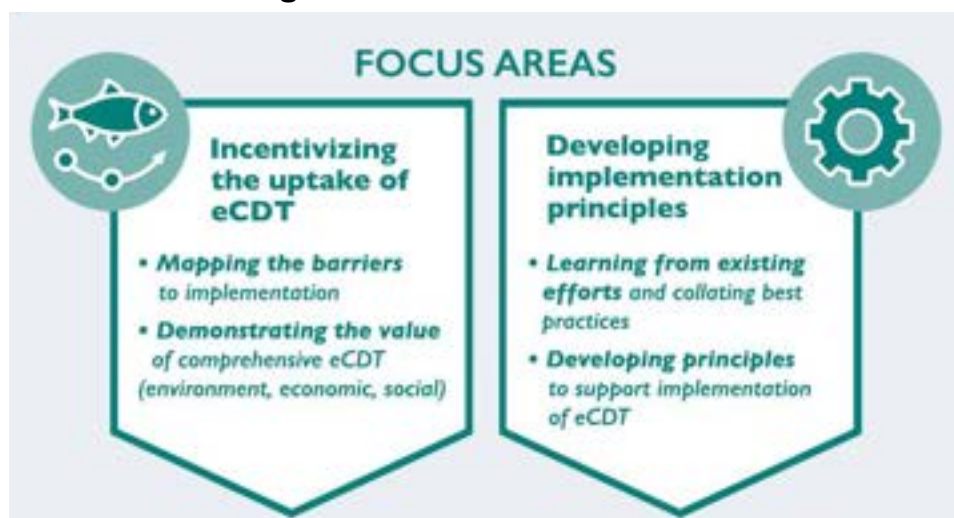
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<sup>2</sup> “[Collective Impact](#),” *Stanford Social Innovation Review* (Winter 2011).

implementation of comprehensive eCDT systems that support ecological, social, and economic well-being.

With the additional year of implementation, SALT was able to do one year of application of the principles in Year 5.

**Figure 1: Thematic Focus Areas**



While SALT has engaged many audiences, it has focused on two particular audiences, given the scope and funding of the project:

- **Seafood producing countries.** Because of capacity issues, some of the most challenging stakeholders to get to act on eCDT are seafood producing country governments. SALT continues to work through NGOs and others working with these governments when appropriate. SALT will build networks with those stakeholders and see what they need and how SALT can assist. SALT will leverage USAID contacts with missions and linkages to seafood producing country governments. Note that among seafood producing countries, SALT prioritizes engaging with developing countries, particularly those where USAID and SALT's partner foundations work, as these governments have more capacity gaps to be supported and align well with SALT's objectives.
- **Industry.** The seafood industry is an essential stakeholder in the uptake of eCDT, and industry stakeholders who have strong interest and leverage in developing countries that are producing seafood will be SALT's focus when possible. Global alliances that represent industry, like the Global Tuna Alliance (GTA) and Global Dialogue on Seafood Traceability (GDST), will also be a focus for collaboration, in order to leverage the commitments those groups have already made.

SALT's focus on knowledge management for learning will be explicit. Knowledge management seeks to get the right information to the right people at the right time and in the right format. Complex work on global systems cannot survive sustainably without knowledge management, as learning in a system depends on the knowledge management cycle. Knowledge management enables one to tap into and share explicit and tacit knowledge in order to learn from it.

SALT will continue to use collaboration and learning as its guiding approach, with learning taking primacy. Collaboration is the way to apply the Principles and learn from the experience. For learning, SALT will use a knowledge management cycle model with the following components:

- Knowledge generation
- Knowledge capture
- Knowledge dissemination and sharing
- Knowledge application

SALT's entire project has been oriented around the knowledge cycle. SALT started with knowledge generation and capture (with some dissemination), but has transitioned toward sharing and application in the final two years of the project.

### **2.1.1. Strategic Approaches Implementation Year 5**

In the first year, SALT focused on building and spreading the word about the Alliance, while also understanding the needs of the SALT community through the co-design process. After finalizing the Year 2–5 strategy, it was shared broadly to let the SALT community know the strategic focus. In Year 2, SALT prioritized the development of a shared information platform through the website, conducted field knowledge capture, and gathered existing information and developed new resources on eCDT. The SALT team built the SALT website as a key first deliverable, which included the development of the Seascope Map tool that inventories relevant projects around the world. It gathered and reviewed existing information on eCDT and developed content for the site. In Year 3, SALT hit its stride, building the knowledge base and initiating the development of the Comprehensive Traceability Principles. In Year 4, SALT launched and pushed implementation of the Principles. In Year 5, with the additional year and funding, SALT focused on applying the Principles in seafood producing countries to support their ongoing traceability efforts and collecting feedback to improve the Principles.

SALT will execute and implement activities to achieve the goals outlined above with three strategic approaches:

1. Network building for traceability collaboration and learning
2. Knowledge for action
3. Communication management

These strategic approaches are interdependent and staff will collaborate to ensure cohesion of SALT efforts.

### ***Network Building for Collaboration and Learning***

In order to design a project that is effective and impactful, FishWise led a co-design process to identify participants and key stakeholders critical to system-wide change in seafood traceability and gathered their input on areas of shared value. By building SALT *with* the people it is intended to serve instead of *for* them, FishWise believes there will be greater buy-in for the Alliance, and the network will grow stronger and faster because of these relationships.

### ***Knowledge for Action***

A dedicated approach to learning and knowledge management is essential for project success. SALT has incorporated a systematic approach to learning and collaboration using the knowledge management cycle to ensure uptake and integration of eCDT into global approaches to traceability. SALT will continue knowledge creation and capture to keep the community informed and to share materials with key stakeholders. It will focus on applying the Principles and Pathway in order to learn from application and fill in knowledge gaps.

### ***Communication Management***

Communication Management underlies the fundamental mission of SALT and how it approaches building networks for collaboration and learning, ensuring that knowledge reaches the intended audience. It garners participation in events and expands SALT's network both online and in person. A cornerstone of SALT is the online resource and learning hub that houses SALT resources, both created and curated, for international knowledge exchange. Communication includes general outreach and social media activities.

## 3. Year 5 Progress and Activities

### 3.1. Key Results/MEL Progress Overview

Year 5 saw significant progress made in applying the Principles, which contributes towards SALT’s ultimate goal of reducing IUU fishing and strengthening fisheries management. SALT set new targets for multiple indicators for Year 5 and 6 to reflect the achievements made in Year 4 and to account for the additional year of the project. SALT continued to make progress to meet these new targets in Year 5, including meeting life-of-project (LOP) targets for multiple indicators (see Table 2). The asterisk (\*) denotes that the target was increased based on the extension of the project and results already achieved.

**Table 2: SALT’s Monitoring, Evaluation, and Learning (MEL) Progress**

Key Result	Indicator	Achievements	Target Met
<b>Key Result 1:</b> A shared agenda to promote comprehensive eCDT is identified	1) # and list of collaborative actions identified at the PartnerLab	Target: 5 <b>Result: 9</b>	Y2
<b>Key Result 2:</b> A knowledge sharing platform is established and in use by stakeholders	2.1) Knowledge sharing platform is live, functional, and accessible	SALT website	Y2
<b>Key Result 2:</b> A knowledge sharing platform is established and in use by stakeholders	2.2) # of unique visitors on SALT platform/website	Target: 22,500* <b>Result: 23,856</b>	Y5
<b>Key Result 2:</b> A knowledge sharing platform is established and in use by stakeholders	2.3) # of downloads of SALT products	Target: 2,000* <b>Result: 5,574</b>	Y5
<b>Key Result 3:</b> SALT stakeholders’ engagement and empowerment to take action increased	3.1) % of stakeholders whose level of engagement is at “share” stage or higher in SALT’s Spectrum of Engagement	Target: 40% <b>Result: 63%</b>	Y3–Y5
<b>Key Result 4:</b> Knowledge for comprehensive eCDT is generated, captured, and shared	4.1) # stakeholder-specific cases for traceability developed and shared	Target: 3* <b>Result: 3</b>	Y4

<b>Key Result 4:</b> Knowledge for comprehensive eCDT is generated, captured, and shared	4.2) # of produced and shared materials linked to human and labor rights for eCDT	Target: 4* <b>Result: 5</b>	Y5
<b>Key Result 4:</b> Knowledge for comprehensive eCDT is generated, captured, and shared	4.3) # of relevant sessions at global meetings where SALT facilitated or presented to advance a comprehensive focus on eCDT	Target: 35* <b>Result: 46</b>	Y5
<b>Key Result 4:</b> Knowledge for comprehensive eCDT is generated, captured, and shared	4.4) # of produced and shared knowledge products that support learning around or action toward comprehensive eCDT	Target: 40* <b>Result: 60</b>	Y5
<b>Key Result 5:</b> Principles for developing comprehensive eCDT systems are created	5) Product on comprehensive eCDT Principles developed/STIR.10 and # of innovations supported through USG assistance	Target: 1 <b>Result: 1</b>	Y4
<b>Key Result 6:</b> Principles incorporated into eCDT including human and labor rights for all seafood workers, food security, livelihoods, and well-being	6.1) # of stakeholders who express interest in applying the Principles	Target: 10* <b>Result: 15</b>	Y5
<b>Key Result 6:</b> Principles incorporated into eCDT including human and labor rights for all seafood workers, food security, livelihoods, and well-being	6.2) # of new or existing eCDT systems or efforts that incorporate comprehensive eCDT Principles during the duration of SALT/STIR.11 and # of innovations supported through USG assistance with demonstrated uptake	Target: 3* <b>Result: 5</b>	Y5
<b>Key Result 7:</b> Lessons from SALT products, knowledge shared, and the community have raised awareness and/or informed decision-making	7.1) % of survey respondents who state they have gained a greater understanding of traceability and eCDT through SALT products, tools, or the community	Target: 60% Result: n/a	To measure at end of Y6
<b>Key Result 7:</b> Lessons from SALT products, knowledge shared, and the community have raised awareness and/or informed decision-making	7.2) % of survey respondents who state they have incorporated lessons from SALT into their work or decision-making	Target: 30% Result: n/a	To measure at end of Y6
<b>Key Result 7:</b> Lessons from SALT products, knowledge shared, and the community have raised awareness and/or informed decision-making	7.3) # of recorded instances when SALT community members share, apply, or use SALT knowledge products and tools to inform their traceability work	Target: 40 <b>Result: 56</b>	Y5



Context Indicator	# of new initiatives or efforts happening globally around traceability, counter-illegal fishing, and social responsibility in seafood supply chains	Y2: 153 Y3: 176 Y4: 204 Y5: 223	N/A
Context or Standard Indicator	STIR.10 # of innovations supported through USG assistance (see above, Indicator 5)	Target: 1 Result: 1	Y4
Context or Standard Indicator	STIR.10-Custom 2 Dollars of resource leveraged	Target: 1:1 match of USAID incremental funding	Y4
Context or Standard Indicator	STIR.11 # of innovations supported through USG assistance with demonstrated uptake by public and/or private sector (see above, Indicator 6.2)	Target: 3 Result 3	Y5

<i>Complete: KR LOP targets met</i>
<i>In progress: on target</i>
<i>In progress: behind schedule</i>
<i>Unknown: data not yet collected, or not applicable</i>

For more information, refer to section 4.4. (MEL) and Annex 2. Key results that have been achieved in previous years will not be reflected in this year’s report, but more information can be found in previous reports.

### 3.2. Key Result 2:A Knowledge Sharing Platform is Established and in Use by Stakeholders

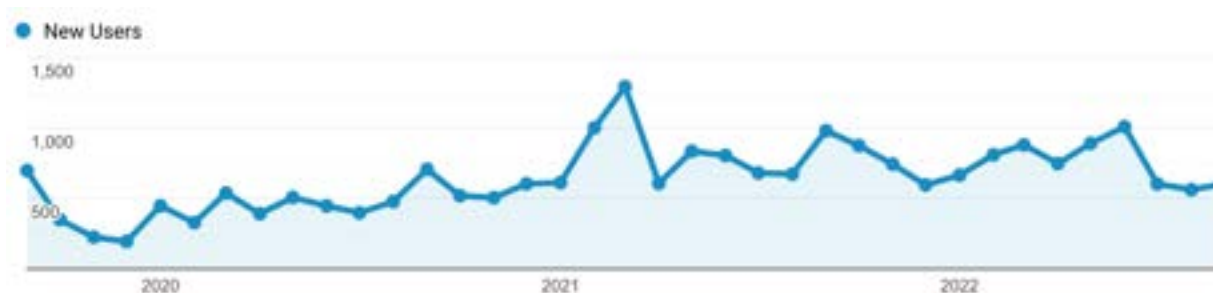
This key result is driven by SALT’s third strategic approach: Communication Management. SALT’s network is expanded through relevant information, both created and curated, shared on its online hub. These indicators capture the reach and appeal of the online hub.

Indicator	Target	Result
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2.2) # of unique visitors on SALT platform/website (disaggregated by country and region)	LOP: 22,500	Year 5: 9,006 LOP: 23,856
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With another year added to the project’s implementation, SALT set a new target of 22,500 unique visitors to the website by the end of the project (up from 16,500). This meant that 4,000 unique users needed to visit the website in the last two years of SALT. However, there were 9,006 unique visitors to SALT’s website in Year 5 alone, meaning that the LOP goal was reached with only this year’s visitors. In Year 5, the website consistently had over 500 new visitors every month (see Figure 2). This level of engagement can be attributed to hosting or creating timely resources and SALT’s multi-pronged approach to promoting and leveraging those resources. Throughout the year, SALT featured the website in all of its communications, tailoring the messaging to highlight the relevant resources on the website and featuring the website URL in external presentations.

**Figure 2: New Website Users per Month Since September 2019**



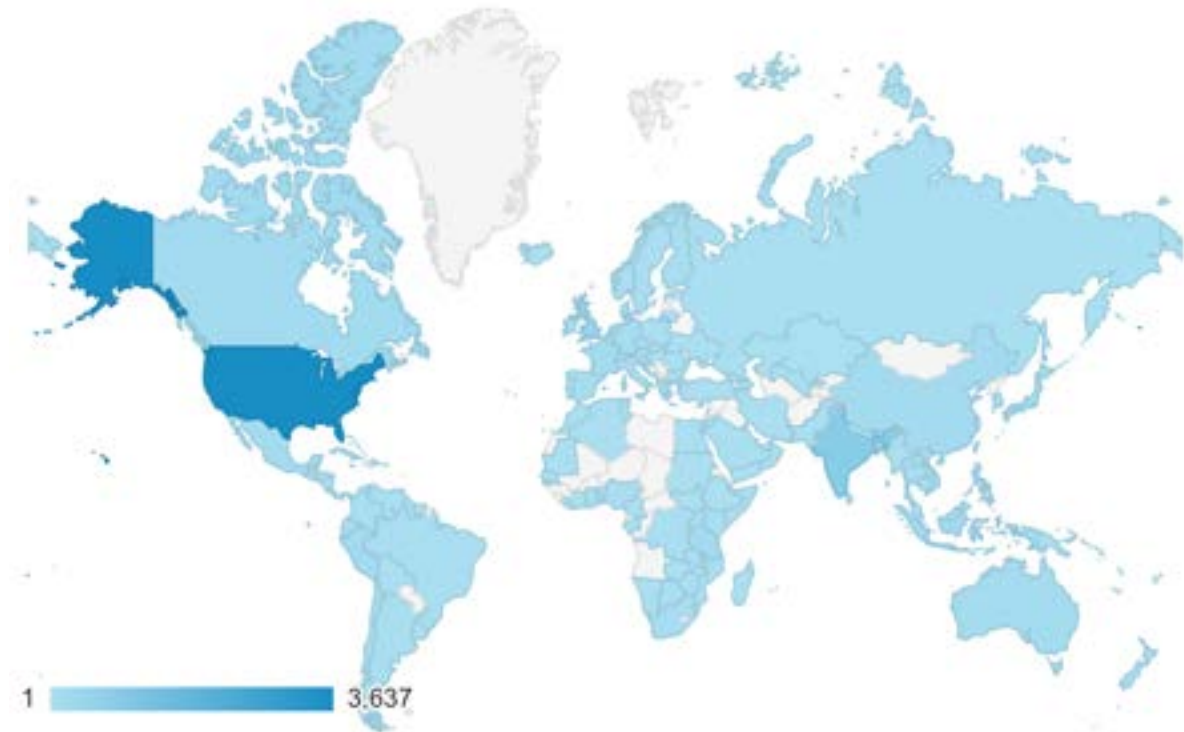
There were 9,084 total visitors to the website and 1,440 of those visitors (approximately 14%) came back to the site one or more times, showing that the SALT community returns to it repeatedly. This is a testament to the work of the SALT team to keep the website updated with new resources, efforts, and stories.

Visitors from 164 countries came to the site in Year 5 (see Figure 3). The United States made up just under half of those visitors (3,637 visitors; 40% of total), followed by India<sup>3</sup> (9%), and the United Kingdom (5%). Seafood producing countries (a target audience for SALT) were well represented (see Table 3 for top 10 countries). The seafood producing countries with the most users were Indonesia, Philippines, Peru, Tanzania, and Mexico, which made up 11% of the unique visitors to the SALT website in Year 5, an increase from 8% the previous year. In Year 4,

<sup>3</sup> SALT expects that most of the website traffic in India is because SALT’s past web developers are located there and interest was generated by the call for a new web developer and designer.

Tanzania had 10 new visitors and was not in the top 10 countries visiting the SALT website, but it made it into the top 10 in Year 5, with 180 new visitors in Year 5. The widespread use and high numbers of unique visitors to SALT’s website demonstrates the importance of SALT’s resource-sharing platform. The increase in visits to SALT’s website from seafood producing countries is likely due to SALT’s targeted Principle Applications (see section 3.6).

**Figure 3: Unique Visitors to SALT’s Website by Country in Year 5**



*Map of SALT website visitors in Year 5. The darker blue (U.S.) represents a higher number of website views. Although fewer visitors from seafood producing countries, the site has noticeable reach for this key audience.*

**Table 3: Top 10 Countries Visiting SALT Website in Year 5**

	Country	Number of New Visitors	Percent of Total
1	United States	3,637	40.38%
2	India	834	9.26%
3	United Kingdom	467	5.19%
4	Indonesia	239	2.65%
5	Philippines	206	2.29%
6	Canada	192	2.13%
7	Tanzania	180	2.00%
8	Peru	177	1.97%
9	China	169	1.88%
10	Mexico	166	1.84%

Indicator	Target	Result
2.3) # of downloads of SALT products (disaggregated by country in Annex 2)	LOP: 2,000	Year 5: 4,117 LOP: 5,574

In addition to tracking unique visitors, SALT tracks resource downloads from Dive Deeper, the website’s traceability resource repository. In Year 5, there were 592 downloads of resources from Dive Deeper, which exceeds the original 400 download target for the life of the project in one year. Of those 592 downloads, 226 (or 38%) were resources produced by SALT. The Comprehensive Traceability Principles and Pathway (English version) was the most frequently downloaded resource (n=97), and made up nearly half the downloads of SALT’s products. SALT also tracks views of its Story Hub pages, which were viewed 2,884 times in Year 5 (see Table 4). All Story Hub features are now being considered SALT products, which partially accounts for the increase seen between Year 4 and Year 5. In particular, the Import Regulation Guide Story Hub was viewed 694 times, and alone accounted for nearly the entire Story Hub views in Year 4.

The use of online webinars and conferences has also increased since the global community has

adapted to COVID-19. SALT has produced a total of 24 videos hosted on YouTube. This year, SALT’s videos were viewed 1,006 times. SALT’s interview with the Nature Conservancy (produced in Year 3) about tracing lobster in Belize was most viewed (206), followed by 102 views of SALT’s virtual session at the UN Ocean Conference (see section 3.3.4, Social Media, for more details). SALT significantly exceeded its LOP target for resource downloads in Year 5 mostly because Year 5 analytics more accurately reflected the number of products delivered to the global network (e.g., YouTube views plus all Story Hub blogs). But SALT would have met its target with its top three blogs and resource downloads alone, because there is an appetite for original SALT products, and because SALT’s network is engaged.

**Table 4. SALT-Produced Downloads Included in Key Result 2.3**

SALT Product	Count in Year 5
Resources hosted on Dive Deeper	226 downloads
Story Hub blogs hosted on SALT website	2,885 unique views
Webinars hosted on YouTube	1,006 views

For SALT’s final year, staff members will continue to track the global community’s interest and engagement with online analytics at regular intervals. By staying abreast of how the community is using the website, SALT can identify the resources and tools that should remain accessible after SALT’s final year.

### **3.2.1. Maintenance and Expansion of SALT Library of eCDT Resources and Tools**

SALT works on the website nearly every day. It added 101 resources to Dive Deeper, 42 efforts to the Seascape Map, and 17 posts for the Story Hub during Year 5.

#### ***Dive Deeper***

Since the inception of the SALT website in Year 2, staff members have curated resources on topics related to eCDT, counter-IUU fishing, and combating human and labor rights abuses in the seafood industry on the Dive Deeper platform. As of Year 5, there are 455 unique resources on this platform, 164 of which are linked to the Traceability Principles. In Year 5

alone, there were 592 downloads of the Dive Deeper content, which is searchable by topic, region, type of resource, and/or keywords.

SALT also conducted a thorough review of resources to check that links are still active. SALT will continue adding various types of resources, ranging from videos to peer reviewed articles, in order to appeal to the diverse users within the seafood sector, with special consideration for industry and seafood producing country governments.

### ***Seascape Map***

SALT continued to expand its record of global efforts to foster connection and collaboration in the Seascape Map. In Year 5, SALT added 42 new efforts (up from 28 last year) to the Seascape Map, with 223 efforts published total. Over the past year, SALT has seen constant traffic on the Seascape Map page. The average is 190 unique views monthly, an increase from Year 4. The Seascape Map captures efforts addressing one or more of the following topics: traceability, counter-IUU fishing, and/or social responsibility. Table 5 shows the number of efforts on the Seascape Map based on those topics (and some efforts are associated with more than one topic). SALT acknowledges the need to improve visibility of social responsibility efforts within the seafood sector as SALT continues to emphasize the need for comprehensive eCDT uptake. SALT added a new layer to the Seascape Map in Year 5, which allows users to search counter-IUU fishing regulations of major importing countries (see section 3.2.2).

**Table 5: Number of Efforts on the Seascape Map Based on Topic**

<b>Traceability</b>	<b>Counter-IUU fishing</b>	<b>Social Responsibility</b>
164	106	56

### ***Story Hub***

The Story Hub's collection features SALT's original and community pieces and is a main platform for sharing SALT stories and products. SALT added 17 new blog posts in Year 5. In addition to original content, SALT featured stories from the SALT community, such as Vericatch, Future of Fish, MDPI, and Fisheries Transparency Initiative (FiTI), and it shared stories from local partners in Tanzania and Vietnam. Many blog posts were promoted on SALT's social media and newsletters and had high visibility, averaging 79 unique views per month. Among blog posts, SALT's original content tended to have higher views: “[Seafood Import Guide](#),” “[Lessons from the Land](#),” and “[Unpacking the Blockchain](#)” were the top three posts seen by unique visitors.

That popularity can be explained, in part, by higher promotion efforts from both SALT and FishWise staff.

### ***Tuna Supply Chain***

The Supply Chain (for tuna), a tool added in Year 4 on the website, became immediately useful to both FishWise staff and other SALT partners. It was shared internally with both Pew Charitable Trusts and Seafood Legacy as they developed their work with businesses. The [Seafood Import Regulation Guide](#) was added to the list of resources at the last step of this guide, “6. Transport/Distribution to Import” section of the map, which may have helped lead more viewers to that resource since the Tuna Supply Chain ranked fourth highest for page views of SALT’s main navigation pages (see Figure 19).

## **3.2.2. Website Customization**

In Year 4, SALT surveyed the community to ask what it wanted to see more on SALT's website. SALT hired a web developer and designer team in Year 5 to add new features.

### ***Seascope Map 2.0: Improving the Seascope Map for Connection Building***

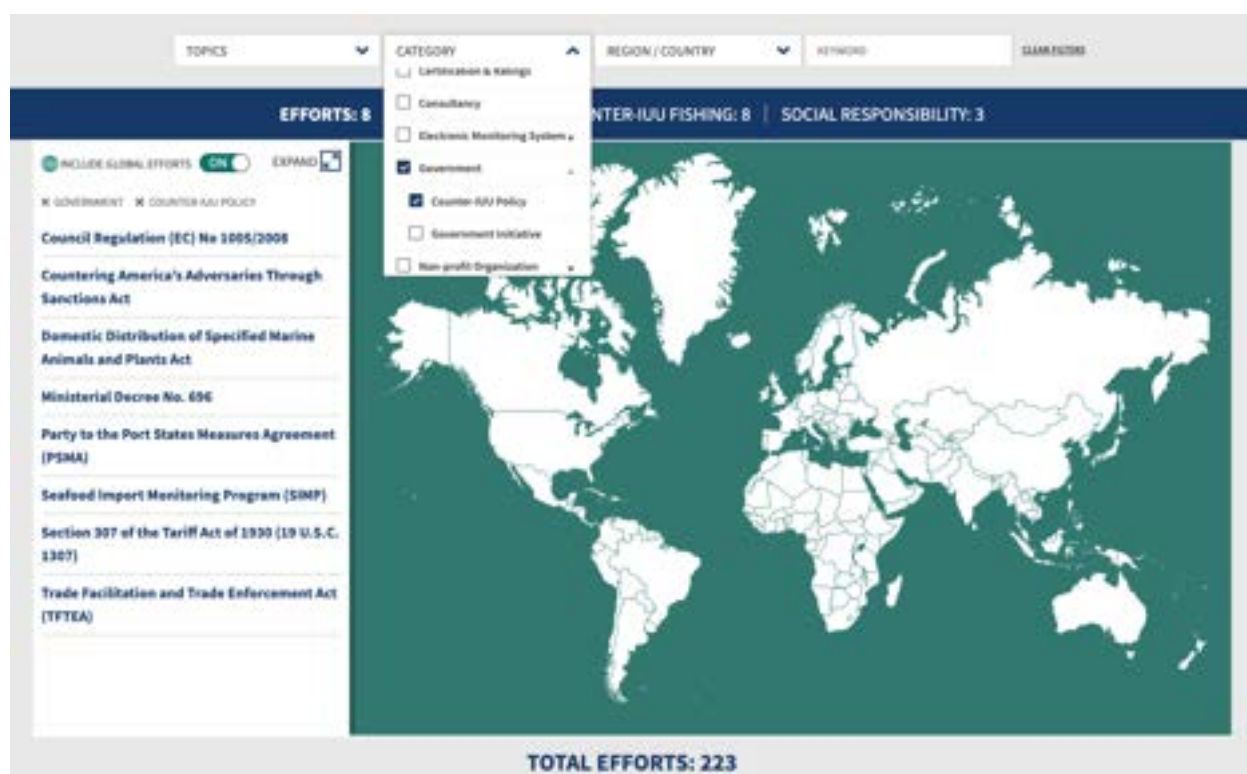
In response to priorities identified in SALT’s online survey of the Seascope Map in Year 4, the Seascope Map was redesigned and updated in Year 5 to include information on counter-IUU fishing policies. The findings from the [Seafood Import Regulation Guide](#) provided the information for a new filter on the Seascope Map with counter-IUU policy information from the three main importers, U.S., the European Union, and Japan (see Figure 4). The Seascope Map was updated to improve user experience and facilitate better connections across our user base, since there was interest in also having an interactive map in addition to a list of efforts. There are multiple ways that a user can interact with the tool to prioritize what’s seen: filters for topics, interactive map for regional efforts, and a list that can expand when the map feature is not prioritized. All Seascope efforts were reviewed and out-dated efforts were archived. The new interactive map allows users to find country-level information when there is a relevant effort (e.g., Aqua-Farms Organization in Tanzania). This feature also helped assign country-specific counter-IUU fishing policies.

The Seascope Map efforts were previously organized into “Sectors” that made it difficult to conduct specific searches. In response to this, a new “Category” filter replaced “Sectors.” All efforts were reviewed and assigned to their appropriate category, and all efforts are assigned to at least one category. In some cases, there are efforts where users can see a finer granularity

(e.g., nonprofit organizations participating in NGO-industry partnerships or an electronic monitoring system that includes AI).

To help address SALT’s sustainability plan, new efforts will be assigned dates on the Seascope Map to identify when they are active. Once the end date is reached, the effort will be archived and taken offline. SALT will continue to add counter-IUU policies in Year 6 for countries beyond the three main importers.

**Figure 4: Screenshot of Updated Seascope Map**



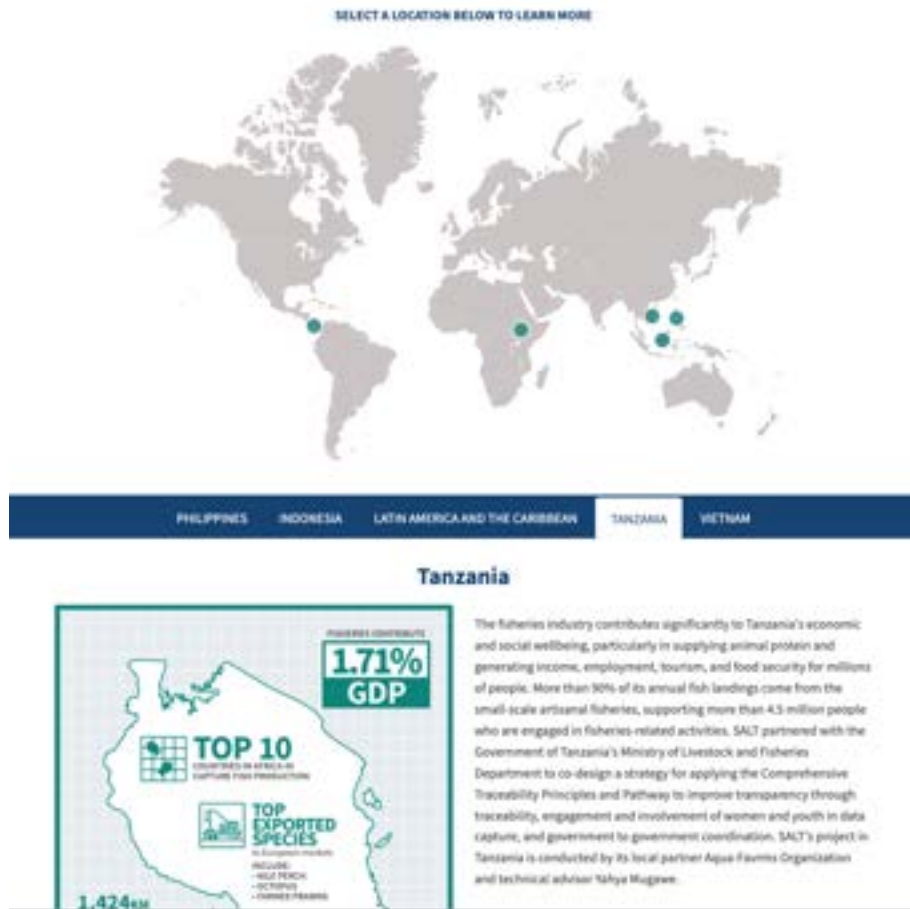
### ***Where We Work***

In order to make a better connection between SALT's efforts to apply the Traceability Principles and its regional work worldwide, SALT created the “Where We Work” page. This page aims to showcase SALT and its local partners' effort to apply the Traceability Principles in its project regions and countries, such as Tanzania, Vietnam, Indonesia, and the Latin America and the Caribbean (LAC) region. Country profiles include brief descriptions of its fisheries, with an infographic, regional challenges and opportunities, and links to related information (see example in Figure 5). This page was in the final development stage at the end of Year 5, and will be



placed under the “What Is SALT?” page, as most first-time visitors view pages under this portal to understand SALT's work and focus. As SALT wraps up its regional work in Year 6, it aims to post regional updates to the Story Hub and link to the “Where We Work” page to leave its legacy.

**Figure 5: Sample Where We Work Country Profile**



### 3.3. Key Result 3: SALT Stakeholders' Engagement and Empowerment to Take Action Increased

This key result is driven by SALT's first and third strategic approaches: Network Building for Collaboration and Learning and Communication Management. The indicator below shows SALT's effectiveness at creating a large and diverse community of engaged stakeholders.




Indicator	Target	Result
3.1) % of stakeholders whose level of engagement is at “Share” stage or higher (disaggregated by gender, region, and stakeholder group)	LOP: 40%	Year 5: 63.2%


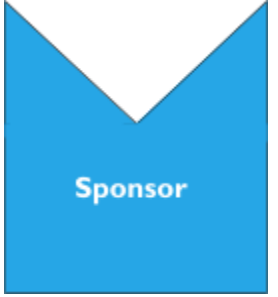
In Year 5, SALT focused on cultivating the relationships and networks developed in previous years by creating targeted products, liaising individually with interested stakeholders, and hosting virtual events. SALT has solidified its role as a central hub for the traceability community. At the end of Year 5, SALT's community was made up of 1,870 individuals, the cumulative total of all stakeholders engaged over Years 1–5. In Year 5, the community grew by 472 members. SALT anticipated that the growth of the community would slow as it became more difficult to access previously unreached audiences and shifted its focus to cultivating existing relationships and connections. However, with SALT's expanding regional work in the Latin America and Caribbean region, Tanzania, and Vietnam, SALT was able to reach new community members in Year 5.

SALT measured new stakeholder participation whenever someone engaged with SALT or SALT products, by, for example, signing up for the newsletter, attending a virtual event, reaching out for specific traceability guidance, submitting a contribution to the website, or expressing interest in using one of SALT's products. SALT monitored stakeholder participation using Zoho, FishWise's customer relationship management (CRM) software, and a log completed by staff.

SALT uses the Spectrum of Engagement (SoE) (Table 6) to measure how community members increase their engagement with SALT and its activities. As individuals get more involved, they move further along the SoE. The idea is that through fostering a variety of ways for stakeholders to get increasingly involved, they will become more empowered to take action around improving traceability.

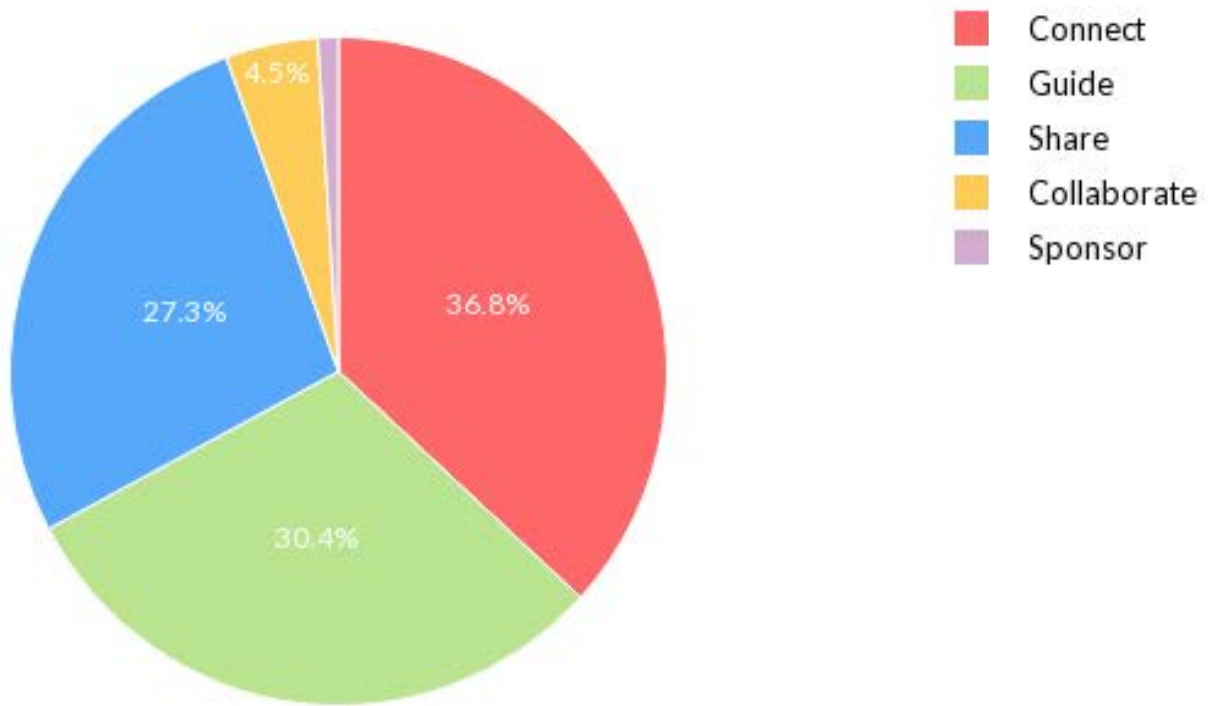
**Table 6: SALT Spectrum of Engagement**

	<p><i>Uptake/Application:</i></p> <ul style="list-style-type: none"> <li>● Access information and resources for your work in this field.</li> </ul> <p><i>Engagement:</i></p> <ul style="list-style-type: none"> <li>● Share your name, organization, contact information with SALT.</li> <li>● Sign up for newsletter to receive updates on what’s happening in the SALT community and the eCDT field.</li> <li>● Reach out to the SALT team with general questions, comments, or suggestions for improvement.</li> </ul>
	<p><i>Uptake/Application:</i></p> <ul style="list-style-type: none"> <li>● Share SALT resources with others (via social media, e-mail, bringing Principles to your partners, etc.).</li> <li>● Attend a SALT or SALT small grantee webinar.</li> </ul> <p><i>Engagement:</i></p> <ul style="list-style-type: none"> <li>● Learn from others by sharing struggles, lessons, adaptive management, etc. This may take the form of an interview with SALT or one of its small grantees.</li> <li>● Share information on what your organization is doing in the eCDT space by contributing data or information, sharing info about your work, or writing or sharing a case study of a pilot or project.</li> <li>● Meet with the SALT team to exchange information on your initiative and/or discuss the opportunity of a more formal partnership with SALT.</li> </ul>
	<p><i>Uptake/Application:</i></p> <ul style="list-style-type: none"> <li>● Express interest in applying or using a SALT product (e.g., Principles), by asking the SALT team for technical input, a walk-through of a product, resource suggestions, or link with other organizations to help further traceability work.</li> <li>● Participate in a learning exchange around a SALT product.</li> </ul> <p><i>Engagement:</i></p> <ul style="list-style-type: none"> <li>● Attend a SALT workshop.</li> <li>● Co-host an event or webinar with SALT, bringing SALT’s message to additional networks.</li> </ul>

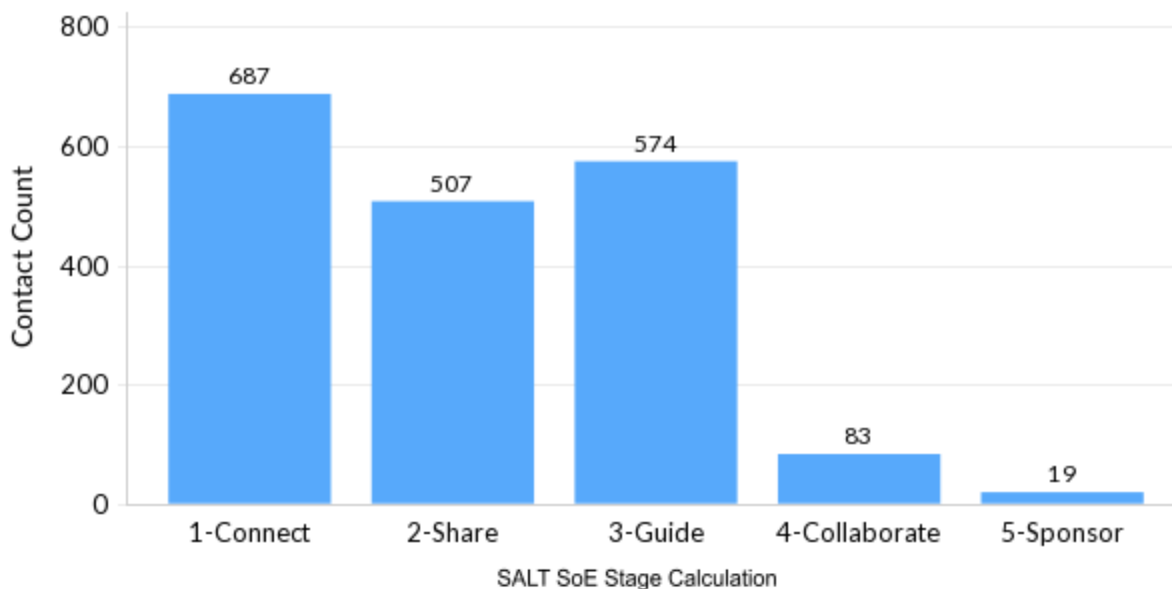
	<p><i>Uptake/Application:</i></p> <ul style="list-style-type: none"> <li>● Tell us that you or your organization has incorporated or used a SALT product (e.g., Principles).</li> </ul> <p><i>Engagement:</i></p> <ul style="list-style-type: none"> <li>● Partner or collaborate with one or more SALT community members to tackle comprehensive eCDT-related challenges and document your progress.</li> <li>● Donate your time, talent, and/or resources to assist SALT in relevant knowledge capture and generation (e.g., hosting SALT during a site visit).</li> <li>● Contribute to the mission and success of SALT by joining the Advisory Committee or weighing in as an expert on the Comprehensive eCDT Principles Committee.</li> <li>● Form a partnership with SALT (e.g., sign an MOU or receive a small grant).</li> <li>● Speak at a SALT event or webinar.</li> </ul>
	<p><i>Uptake/Application:</i></p> <ul style="list-style-type: none"> <li>● Fund or cost-share a SALT project or collaboration.</li> </ul> <p><i>Engagement:</i></p> <ul style="list-style-type: none"> <li>● Make a tax-deductible contribution to SALT.</li> </ul>

By the end of Year 5, over 63% of the entire SALT community were at the “share” stage or higher in the SoE, exceeding the goal of having 40% of stakeholders at the “share” stage or higher. In Year 4, 53% of the SALT community were at the “share” stage or higher. Initially, SALT expected that the first stage, “connect,” would be the largest, as it makes up the broad swath of community members who want to receive information but are not yet ready or able to become more involved. This result indicates that both existing and new community members actively engaged with SALT's work in Year 5. See Figures 6 and 7 for the breakdown of SALT stakeholders across the Spectrum of Engagement.

**Figure 6: SALT Community along the SoE (by percentage) (n=1,870)**



**Figure 7: SALT Community along the SoE (by numbers) (n=1,870)**



Although SALT continues to grow its community significantly every year, SALT anticipates that the “connect” stage will continue to have the highest number of community members among all SoE stages. The individuals who are represented in the “share” stages or higher are primarily those who are actively involved in the traceability landscape. In Year 5, SALT reached previously untapped audiences that worked on traceability initiatives in the Latin America and Caribbean region, Tanzania, and Vietnam.

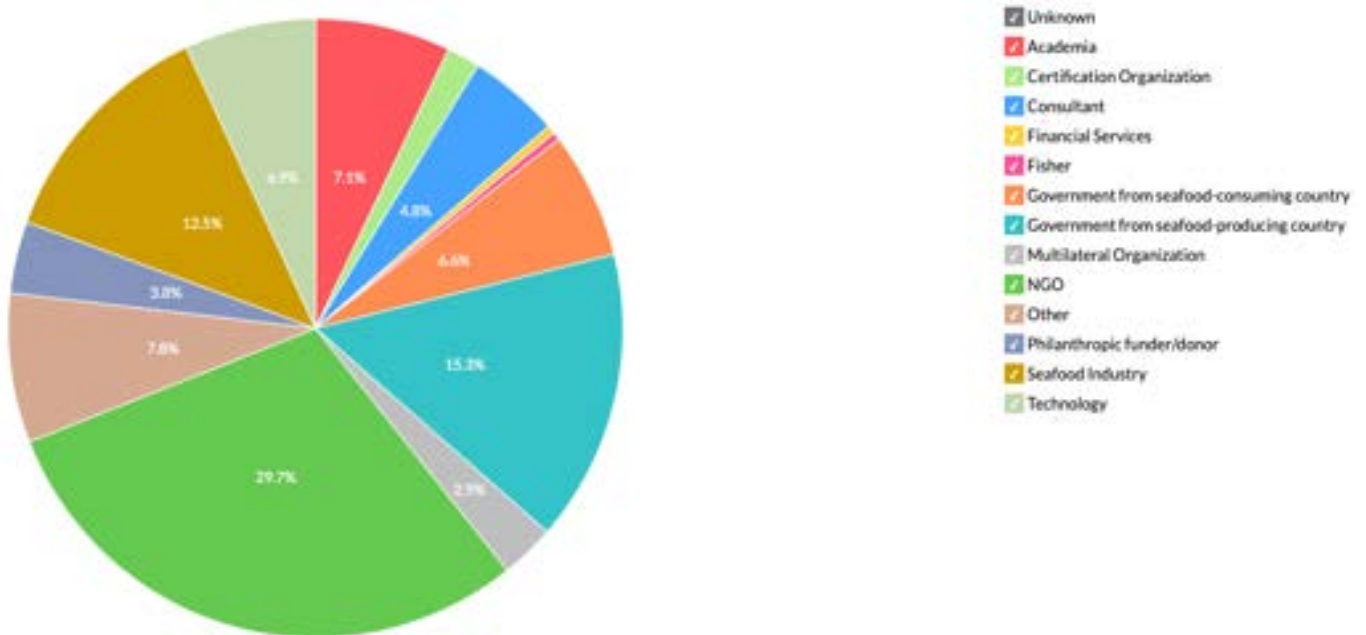
The “guide” stage had the most significant increase in Year 5 among all stages (including new stakeholders and stakeholders moving up from the “connect” and “share” stages). SALT gained 394 of its stakeholders in the “guide” stage in Year 5 alone, as nearly 70% of all individuals currently in the “guide” stage were added in Year 5, which suggests that SALT's engagement with the community was even more effective and meaningful than in past years.

The “sponsor” stage currently accounts for 1% of the SALT community. Organizations included in this stage include governments (USAID), philanthropic funders and donors (Walton Family Foundation; Gordon and Betty Moore Foundation; David & Lucile Packard Foundation), and NGOs (Masyarakat dan Perikanan Indonesia; Centre for Marinelife Conservation and Community Development). SALT anticipates that it will likely be more difficult moving forward to continue to grow its community at the same rate as regional projects wrap up in Year 6.

The 1,870 members of the SALT community come from an array of stakeholder groups (see Figure 8). The most represented groups are NGOs (at 29.7%), followed by governments from seafood producing countries (15.3%) and the seafood industry (12.5%). During Year 5, SALT successfully increased engagement with its key stakeholder groups: governments from seafood-producing countries and the seafood industry, by choosing target countries and regions, creating tailored products, liaising individually with interested parties, and hosting virtual events. SALT’s number of government representatives increased from Year 4, when the governments from seafood-producing countries comprised 7% of the stakeholders. During Year 5, the percentage of seafood industry representatives decreased slightly, from 14% in Year 4 to 12.5%, because of the increase in representation of other groups like governments from seafood-producing countries. SALT will continue adding individuals to the seafood industry stakeholder group during Year 6.

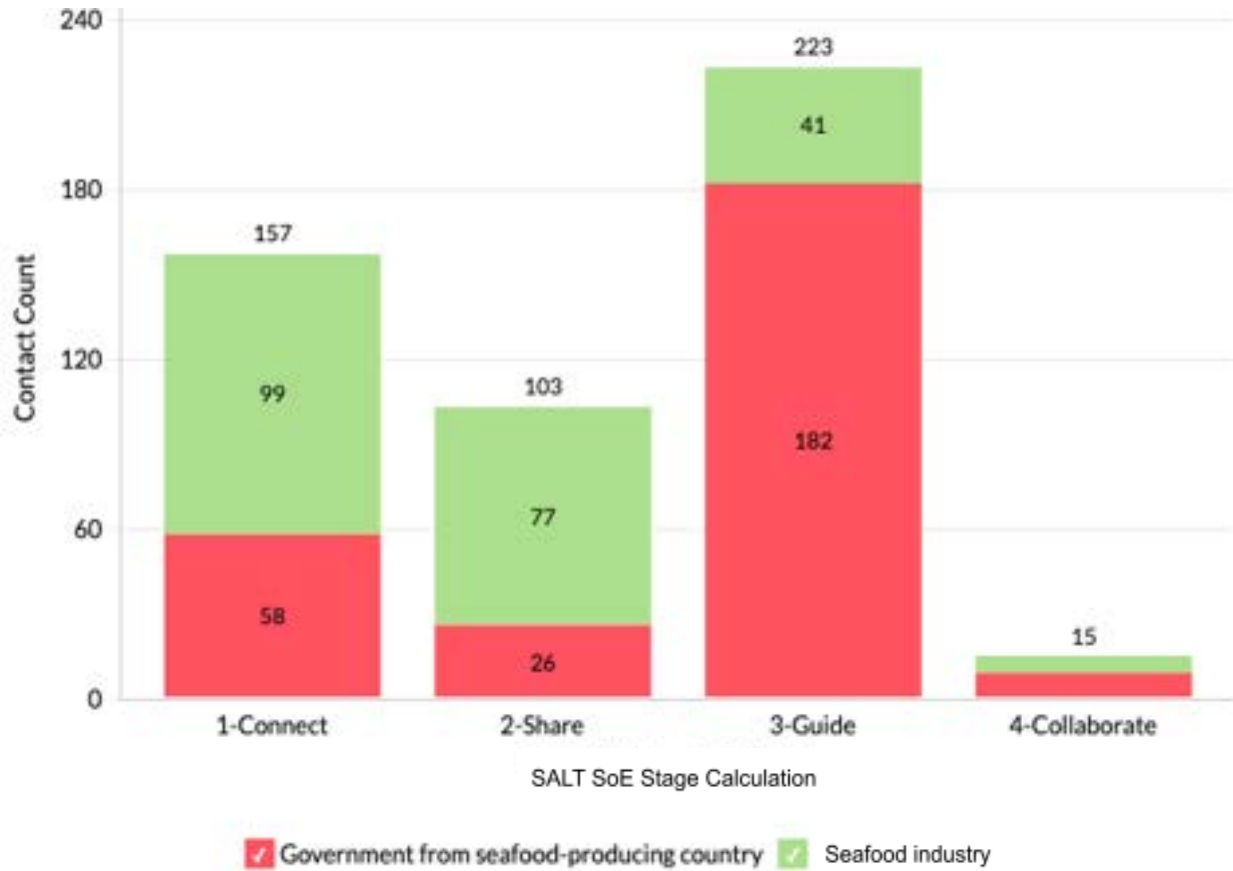
SALT's extensive NGO community has been one of the main drivers in connecting SALT staff to the target audience in new regions.

**Figure 8: SALT Stakeholder Groups (n=1,870)**



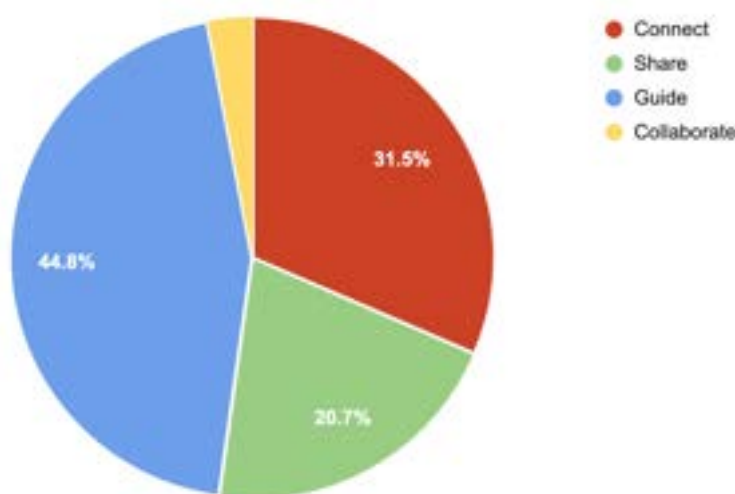
As shown in Figure 9, most individuals in the stakeholder group “government from seafood-producing country” are currently in the “share” stage or higher.

**Figure 9: SALT's Key Audiences along the SoE (n=498)**





**Figure 10: SALT’s Key Audiences along the SoE (percentage)(n=498)**



During Year 5, the number of government representatives of seafood producing countries engaged with SALT almost doubled, reaching 275, a significant increase from Year 4, when the number was 111. The level of engagement of this audience also increased. In Year 5, 78.9% (n=217) of government representatives from seafood producing countries were at the “share” stage or higher, an increase from Year 4, when 46% (n=51) of individuals in this stakeholder group were in this range. During Year 5, SALT hosted multiple events for government representatives from seafood producing countries (see section 3.4.3). Those events encouraged them to engage with SALT and with each other.

During Year 5, representation of the seafood industry increased to 223 individuals. Over half of them, 55.6% (n=124), reached the “share” stage or higher. SALT will continue to engage with the seafood industry to increase its level of engagement during Year 6.

The fact that over half of government representatives from seafood-producing countries and the seafood industry are at the “share” stage or higher suggests that this audience recognized SALT's value and its role in promoting seafood traceability. SALT is recognized as an impartial project which promotes collaboration and connections among stakeholders to promote electronic seafood traceability.

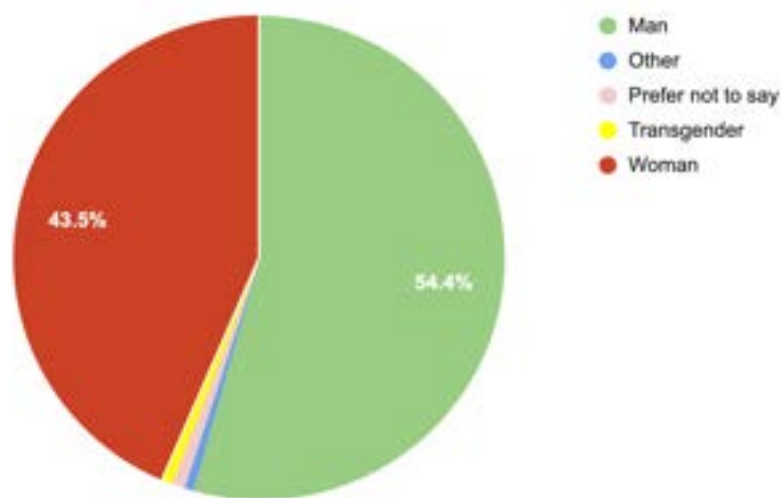
In its final year, Year 6, SALT aims to more deeply engage these stakeholder groups and shift even more individuals from the “connect” stage to higher levels of the SoE. A strong network for collaboration and peer-to-peer learning and a sustainable, enabling environment for the implementation of more (effective) traceability systems will be SALT's legacy.

In Year 5, SALT continued to capture self-identified gender data. The sample size grew from 274 individuals to 678 between Year 4 and Year 5. From this sample, 54.4% (n=369) are men, 43.5% (n=295) women, 0.6% (n=4) transgender, 0.9% (n=6) nonbinary or other, and 0.6% (n=4) preferred not to say (Figure 11). Gender data comes mainly from the “guide”, “share”, and “connect” stages (Figure 12). Worth noting is that most stakeholders in the “collaborate” and “sponsor” stages of the spectrum (who provided self-identified gender information) are female. Data showed a similar pattern during Year 4.

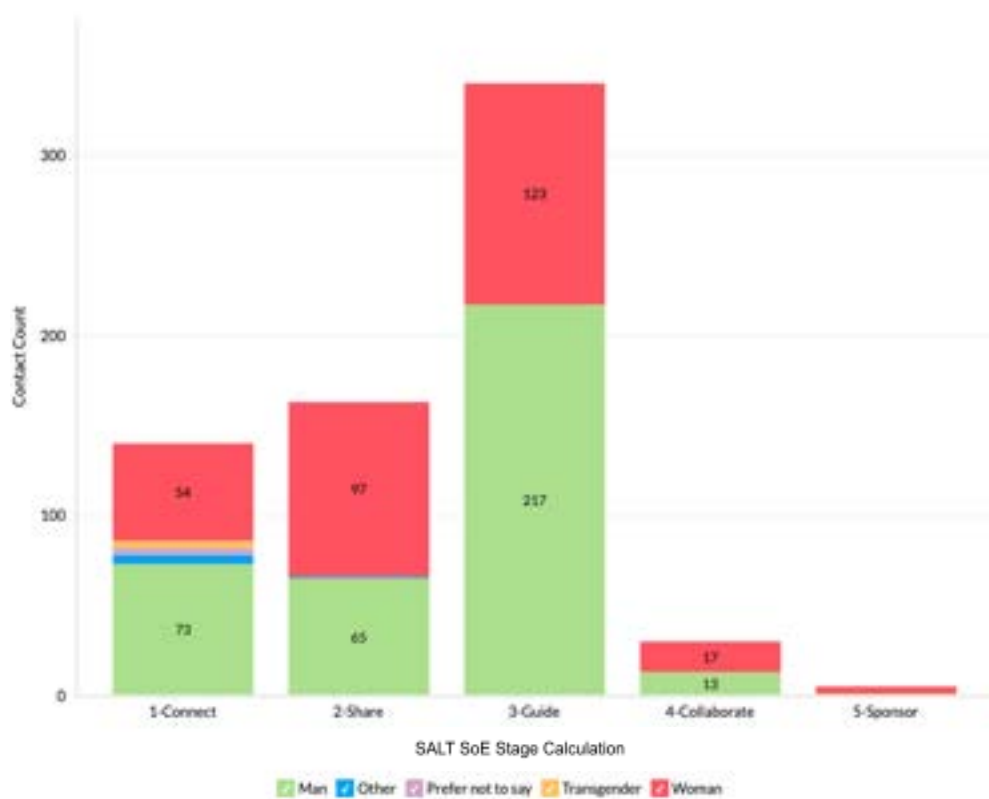
Some stakeholders provided limited information, and some spam contacts may be counted in this number. But, although data on gender only reflects a sample of the total SALT community (approximately 36% of the SALT community provided self-identified gender information), the relatively even gender representation and inclusion of other gender identities (i.e., transgender, nonbinary, and other), it supports SALT's ongoing efforts to integrate and support inclusion of all genders.

SALT collected gender information through event registrations and newsletter signups. In Year 5, SALT hosted multiple virtual workshops, which provided opportunities to collect gender data through webinar registration surveys filled by its attendees. In SALT's SoE, attending a SALT or SALT small grantee webinar is classified as the “share” stage. Attending a SALT workshop where participants have the opportunity to interact with the SALT community is classified as the “guide” stage.

**Figure 11: Gender Engagement across the SoE by Percentage (n=678)**

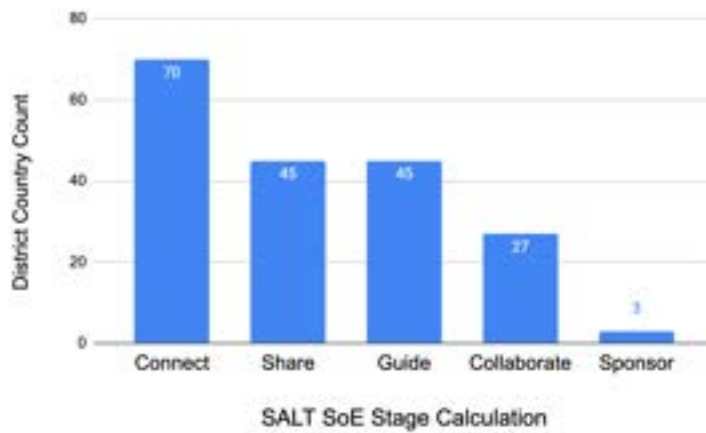


**Figure 12: Gender Engagement across the SoE (n=678)**



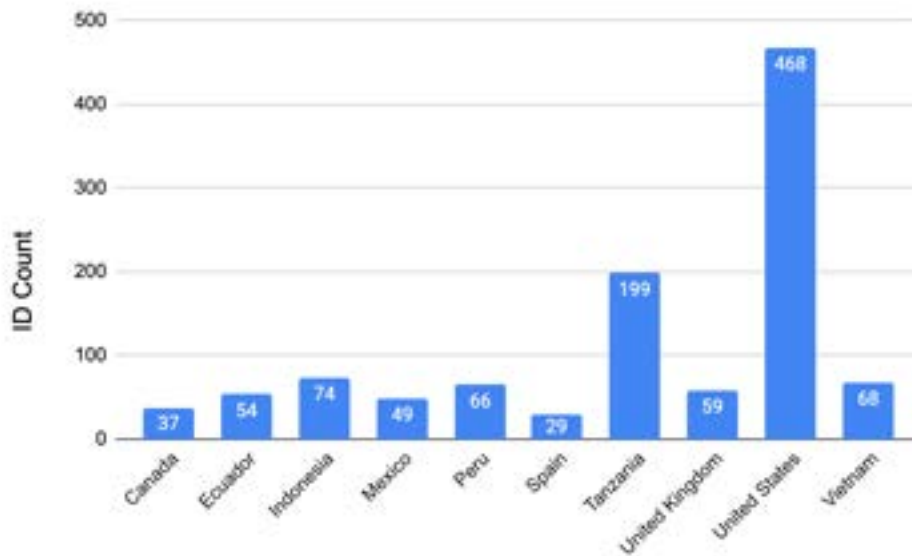
The SALT community (n=1,870) is composed of stakeholders from 89 countries across the globe and a variety of countries are represented in all of the stages of the Spectrum of Engagement (Annex 6, Figure 13). The country with the most stakeholders is the U.S. (n=468 or 25% of the SALT community), followed by Tanzania (n=199, 10.6%) and Indonesia (n=74, 4%)(see Figure 14). SALT saw a significant increase in Year 5 in representation from Southeast Asia, East Africa, and Latin America and the Caribbean—the regions where SALT worked with its local partners to promote and apply the Traceability Principles.

**Figure 13: Number of Countries at Each Stage of the SoE**



*Note: If individuals from the same country are at different stages in the SoE, then that country would be counted multiple times. However, each country is only counted once per stage.*

**Figure 14: Top 10 Countries among SALT Stakeholders**



### 3.3.1. Network Building

#### *Coordination and Advisory Committee*

SALT has a broad network, with specific committees that support its work. First, the Coordination Committee supports SALT by guiding its work and supporting valuable connections. The Coordination Committee is made up of SALT's partner donors including USAID and the Walton Family, Packard, and Moore Foundations. Members of the Coordination Committee participate on the Advisory Committee as well.

The SALT Advisory Committee includes strategic thinkers and implementers from industry, civil society, governments, and other sectors and from diverse geographies with various perspectives on issues related to seafood traceability. Members of the Committee are convened to provide advice and guidance concerning SALT. SALT retained its Advisory Committee participants in fiscal year 2022. In Year 5, SALT's Advisory Committee continued to support the work of the project. Further information on SALT's governance can be found in section 4.2, and a full list of Advisory Committee members can be found in Annex 3.

### ***Principles Committee***

To gain expertise and collaborate with stakeholders who may implement the Principles after they are created, SALT created the Comprehensive eCDT Principles Consultative Committee. The Consultative Committee was made up of 36 expert stakeholders from 20 countries. While the committee was not engaged as much in Year 5, since the Principles and Pathway launched, members were engaged in country-based work. Jovice Mkuchu was part of the implementation of the project in Tanzania.

### ***Connections***

SALT's community recognizes the project's vast network of experts. Collaboration, networking, and relationship-building are part of SALT's mandate. Connections facilitated by SALT in Year 5 include:

- The Argentine organization *Círculo de Políticas Ambientales* contacted SALT on several occasions to access its network of traceability experts to support its events (see 3.6.1).
- SALT connected its traceability experts with government organizations (e.g., SANIPES, see 3.6.2).
- Environmental Defense Fund reached out for suggestions on technology providers to develop traceability systems; SALT connected it with COBI (see 3.6.2) to share the process of designing and creating its mobile application PescaData.

- SALT connected Nazca Institute in Ecuador with COBI to initiate discussions on electronic catch documentation.
- USAID referred the Strengthening Natural Resources Governance in Ecuador (SNRGE, part of TNRC) activity to SALT to share resources and lessons from Peru.
- SALT connected experts in Indonesia/the Philippines with government representatives in Peru (SANIPES) to share implementation lessons.
- SALT shared the Tanzania RFP with Wildlife Conservation Society (WCS), leading to a connection with the WCS marine director in Tanzania who works on electronic monitoring with the government.
- Though Iberostar and WWF Peru have been in contact historically, SALT alerted Iberostar to the WWF Peru eCDT governance launch report event that had been scheduled for August. With this event as an anchor convening people, Iberostar decided to host its own NGO alignment meeting during the same week. Iberostar attended WWF Peru's event, and then hosted a meeting with 9+ organizations to discuss a framework for defining responsible seafood in Peru.
- SALT held a call with Conservation International Peru and Ocean Outcomes to hear about their collaboration in Peru. SALT connected CI Peru to the NGO alignment group that had met in Lima in August.

### **3.3.2. Industry and Community Engagement**

#### ***Global Dialogue on Seafood Traceability (GDST)***

SALT continued its memorandum of understanding (MOU) with GDST, an Advisory Committee member to SALT. The GDST has been undergoing a reorganization, officially forming into an independent entity separate from WWF at the end of Year 5. The structure of the GDST-SALT relationship will be determined in Year 6, including whether and how GDST plays a role in SALT's Sustainability Plan.

#### ***World Bank Coastal Fisheries Initiative Challenge Fund (CFI-CF) Global Knowledge Competition***

In Year 5, SALT signed a letter of collaboration with the World Bank's CFI-CF Global Knowledge Competition (GKC). The competition seeks innovative solutions from coalitions that address overfishing, focusing on coastal fisheries in four countries: Cabo Verde, Ecuador, Indonesia, and Peru. SALT mentored competitors in Ecuador, Indonesia, and Peru. Each of these efforts included aspects of strengthening traceability within their proposed solutions, which

provided an opportunity for SALT to share the Principles and Pathway with organizations outside of the project's initial application efforts. SALT's role was to expand competitors' thinking around their proposals and recommend ways to strengthen their coalitions and solutions. The mentor process created an avenue for SALT to share its online resources and in-country networks with a number of organizations which are advancing electronic traceability solutions.

### ***Ecuador***

The Ecuador-based organization Instituto Nazca de Investigación Marina (Nazca Institute) and its coalition (Monitoreo Participativo, or Octopus Monitoring Coalition) developed a proposal that would connect a small-scale octopus fishery to local, domestic markets (especially restaurants in Quito). Their idea aimed to leverage effective co-management, short supply chain, and marketing to encourage demand for a responsibly sourced octopus option. SALT pointed out that it would be important to include a comprehensive electronic traceability program to be able to verify product sourcing, improve transparency, and address social benefits (e.g., fisher proof of income). SALT mentors also discussed the importance of addressing gender in this fishery and impacts on disenfranchised groups in the proposal. According to Nazca Institute's project lead, the development of the proposal helped the coalition identify new restaurants willing to participate in this sustainable octopus project, increase its networks with organizations across the LAC region, and start its journey towards eCDT.

Through SALT's mentorship, Nazca Institute began speaking with COBI, a Mexico-based organization that incorporated the Principles and Pathway in the design of the [PescaData](#) mobile application. Nazca Institute became part of COBI's network and website and started using PescaData to register its catches electronically. Nazca Institute has used SALT's website, Principles and Pathway, and network to guide its journey towards electronic seafood catch documentation and traceability.

### ***Indonesia***

SALT provided mentorship to AP2HI, a pole and line and handline fisheries association that promotes and supports sustainability of tuna fisheries in Indonesia. It wanted to develop an application that would replace the current paper-based system and help the government predict the correct time to open and close the fisheries located along remote islands. The association wanted to use artificial intelligence tools and statistical modeling to develop a system able to integrate information from a variety of fishery stakeholders, along with satellite imagery data and time-series data. It believed the tool could help assess the success of management measures. SALT staff advised on the potential benefits that the data the association proposed

collecting could provide, and warned of potential barriers that exist for government use of certain data sources that warranted further research and stakeholder outreach.

### ***Peru***

SALT provided mentorship to a Peruvian fishmonger, PesCo Pescaderia, that connects local artisanal fishery products with consumers at the end of the supply chain. The PesCo coalition includes small-scale fishers, scientists, restaurants, and hotels. Their solution to overfishing in Peru was to remove intermediaries from the supply chain by connecting local buyers directly to fishermen through PesCo distribution channels. In theory, by shortening the supply chain, traceability is improved and fishing communities would receive a higher price for products going to Lima markets with sustainability purchasing commitments. SALT used the Principles as a framework to help the coalition to improve its proposal around developing an eCDT program and learning from existing seafood traceability efforts in Peru and other LAC countries. PesCo won the CFI-CF competition in Peru; SALT participated in the final GKC panel with a PesCo representative who spoke highly of the mentorship process.

### ***Iberostar***

Iberostar Group is a family-owned global tourism company based in Spain with more than 100 four- and five-star hotels on four continents. Iberostar joined SALT's Advisory Committee in Year 3. Through its Wave of Change movement, Iberostar's commitment to the oceans and to leading responsible tourism, the company is taking action on a number of worldwide initiatives across three domains, including responsible seafood. SALT presented at and supported an event hosted by Iberostar (see section 3.4.3), and, subject to resource availability in Year 6, will support the group in additional events via strategic guidance, expertise, and access to networks.

### ***Del Pacifico***

Del Pacifico Seafoods is a wild shrimp producer operating in Mexico that imports into the U.S. SALT presented at an event hosted by Del Pacifico in Mérida (see section 3.4.3) and is in ongoing conversations about how Del Pacifico could apply the Comprehensive Principles to its traceability strategy (see section 3.6.1).

### ***FAO Blue Ports Initiative***

During an engagement with the SALT Advisory Committee, Jose Estors Carballo from FAO introduced the new FAO Blue Ports Initiative (BPI) as an important place for support of electronic traceability. The BPI positions Blue Fishing Ports as "hubs" for regional, national, and local sustainable development in terms of value creation within ecological, economic, and social dimensions. BPI was created through workshops, bilateral meetings, and draft reviews started in



June 2019 and finalized in 2021. After several expressions of interest and inputs from more than 15 port authorities, fisheries sector administration, and international and multilateral organizations, a final workshop was launched to continue work plan development.

In Year 5, SALT was invited to present to over 80 people and over 20 countries during a virtual BPI event. SALT continued to meet with FAO in Year 5 to identify opportunities to work together on the BPI in the final project year. SALT and FAO plan to collaborate on regional capacity building workshops to enhance the role of ports in sustainable food value chains. SALT will present again in its final year to a large group of BPI stakeholders.

### ***Philippines and Belize (past site visits)***

Previous site visits to both the Philippines and Belize motivated SALT to keep in touch with contacts in these countries to monitor their progress. With the pandemic and no developments or expansions to the eCDT system in the Philippines in Year 5, (although the catch documentation technology has been improved as a result of a partner project), SALT decided follow-ups would be more valuable in Year 6. This will also allow projects to recover from the global pandemic and potentially give SALT more to report on in its final year..

In Belize, discussions circled around potential opportunities for SALT to fund part of the traceability systems that are now integrated into two co-ops. The Nature Conservancy (TNC) suggested several ideas, but many were not in SALT's purview, and TNC did not follow up on the few discussed, as it anticipated other funding. SALT brought in James Foley from TNC and Mauro Eduardo Gongoro from the Belize Department of Fisheries as panelists for SALT's November LAC event. They shared progress made by the Belize lobster co-ops in traceability and a fisheries improvement project and the cooperation between the co-ops and the government in managing that stock as they set up a system of data sharing.

## **3.3.3. Small Grant for Producer Countries**

### ***Vietnam***

SALT partnered with Vietnam's Marinelife Conservation and Community Development (MCD) in Year 4 to conduct learning events and knowledge capture to inform Vietnam's National eCDT Guidelines and Roadmap. MCD secured the Government of Vietnam's Ministry of Agricultural and Rural Development, the Binh Dinh Sub-department of Fisheries (Sub-DFish), and DFish's endorsement and approval of the small grant activities. SALT secured approval from the Vietnam Mission and USAID/Washington prior to starting work. Due to a COVID-19

lockdown in Vietnam in 2021, a no-cost extension was granted to MCD and the following deliverables planned for Year 4 were completed in Year 5:

- A report with recommendations to integrate findings from the eCDT pilot, and the Comprehensive eCDT Principles, into the National eCDT Guidelines and Roadmap.
- A report of the multi-stakeholder national consultative workshop, incorporating the uptake of the Comprehensive eCDT Principles where practical, for future eCDT system implementation in Vietnam.

Over 40 government, NGO, and industry representatives attended the [final multi-stakeholder national consultative workshop](#). Attendees discussed [results and lessons identified from pilot projects](#). The pilot projects showed that fishers can fully adapt to electronic applications (e-Logbook) with appropriate support and regulatory frameworks.

At the workshop, Director-General of DFish, Mr. Tran Dinh Luan affirmed that implementing electronic traceability is essential for Vietnam's seafood supply chains. As a first step, the DFish plans to issue "The National Standards for e-Logbook Guidance for the eCDT System" by the end of 2022, which gives a framework for e-Logbook implementation.

MCD produced a [video](#) to communicate its work as SALT's small grantee. Leveraging the momentum in Vietnam, SALT continued working in Vietnam in Year 5, which is discussed in section 3.6.2.

### **3.3.4. General Communications**

While maintaining promotion of its website and SALT's work on social media and in newsletters in Year 5, the majority of SALT's communication effort shifted to creating more targeted content for its target audiences.

#### ***Social Media***

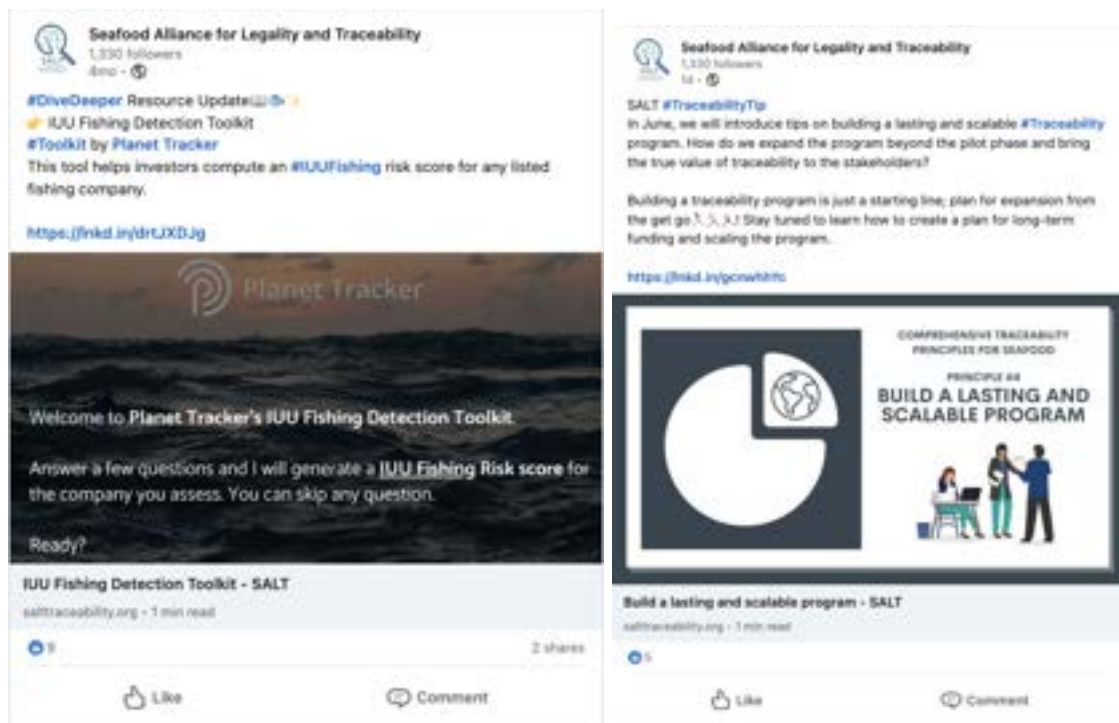
SALT continued to use social media to circulate critical information to support those working to address seafood traceability challenges, increase awareness of and engagement with SALT, and drive traffic to its website. SALT's social media posts strictly followed the theme of electronic traceability, IUU fishing, and social responsibility in Year 5 in order to reach SALT's target audience rather than engaging with the broader sustainable seafood community. In Year 5, SALT shifted its social media operation from daily posts to weekly posts and focused more on

creating original content and storytelling to strengthen community engagement. This tactic resulted in a higher engagement rate and more traffic to the website.

SALT featured the Dive Deeper resources and Seascape Map efforts on social media in Year 5 (starting in January 2022) to circulate useful resources widely and encourage networking (Figure 15). Those posts had higher engagement from the community, receiving more likes and shares. One such example is SALT's virtual side event at the UN Ocean Conference 2022. [The event announcement](#) was shared by both USAID and the U.S. Department of State, as well as several NGO partners.

In addition, SALT conducted the **Traceability Principles Campaign** on Twitter and LinkedIn between March and August 2022. Each month, SALT picked one of the six Traceability Principles and introduced each step within the principles and its related resources using the hashtag #TraceabilityTip (see example on right in Figure 15). SALT saw an increase in the most popular download, the Seafood Import Regulation Guide, after promoting it during the Principles campaign. That period saw the most downloads all year (n=22). Now there are a total of 67 posts on both Twitter and LinkedIn under #TraceabilityTip, creating a public resource library of SALT's Traceability Principles.

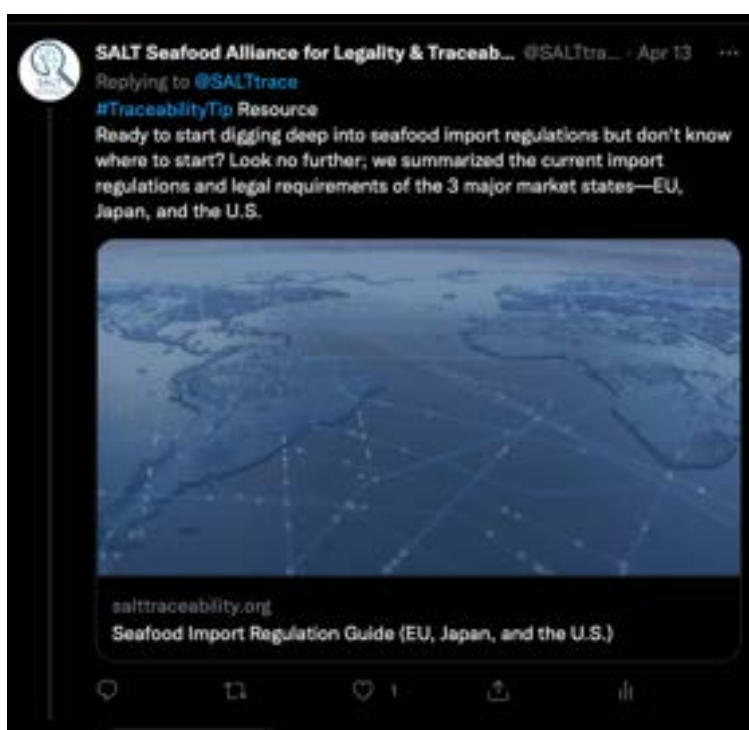
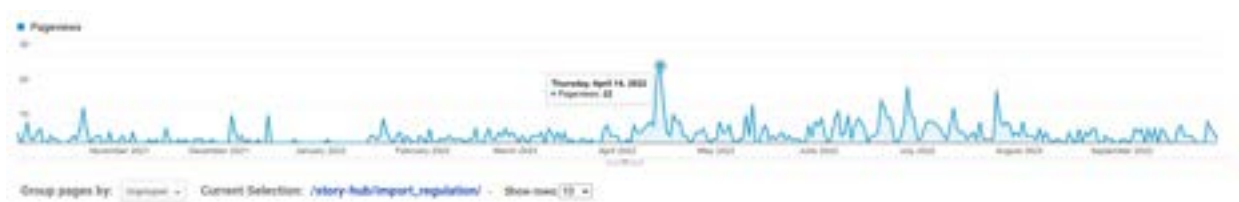
**Figure 15: Year 5 Efforts on SALT's Social Media**



Left: Example of Dive Deeper resource share on LinkedIn.

Right: Example of the Traceability Principles Campaign, #TraceabilityTip.

Below: Views of Import Regulation Guide blog post, with peak on April 14, 2022, and relevant tweet directing viewers to it (there was also a post on LinkedIn).



SALT also produced target-specific communication products. Examples include a three-minute animated video in Spanish and Twitter and LinkedIn media posts to promote SALT's project in Tanzania, co-promoted by SALT's local partner, Aqua-Farms Organization. SALT's local partners also produced short videos to promote their in-country work to raise awareness of the Traceability Principles.

SALT also sent out follow-up emails after each virtual event to share the key takeaways and recordings to encourage uptake of the Traceability Principles.

These new efforts on social media increased the percentage of website traffic from social media, consisting of 7.95% of unique visitors (more than 8% for all users). This is a noticeable increase, considering that the average traffic to SALT's website from social media was 6.37% prior to these efforts (October 2021 to December 2021). Other key social media metrics are found in Table 7, shown below.

**Table 7: SALT Social Media Metrics October 2021–September 2022**

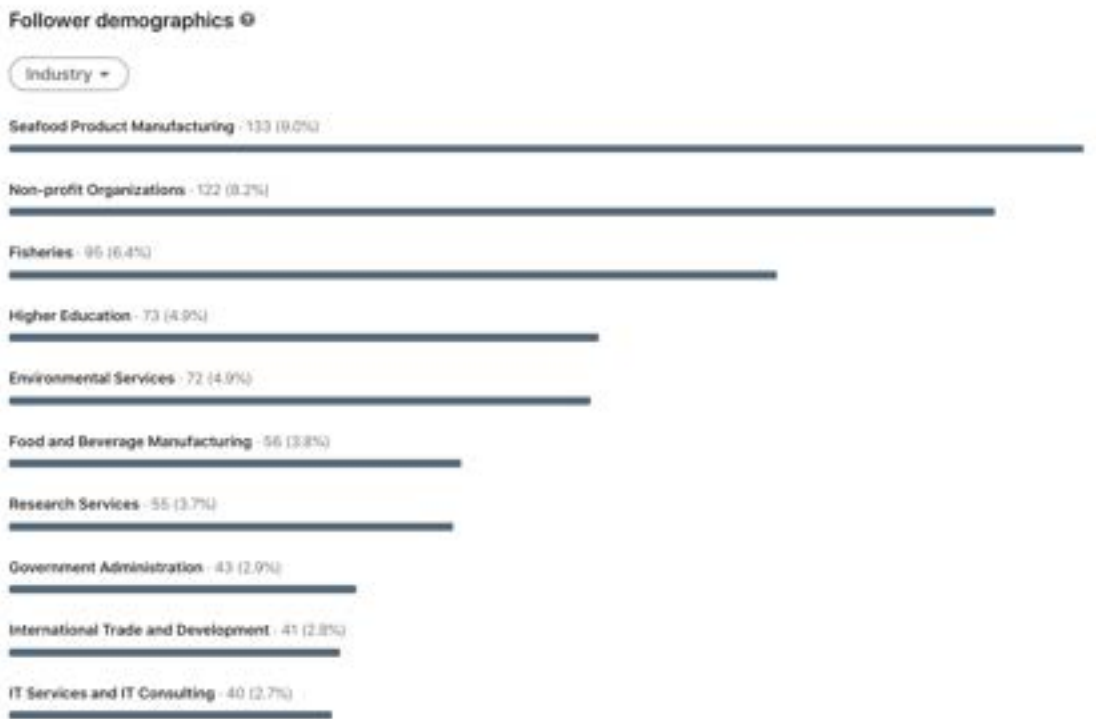
Twitter	
<b>Total Posts</b> (does not include content SALT retweeted)	140
<b>Total Retweets of SALT Content</b>	150
<b>Total Engagement</b> (includes clicks, likes, comments, retweets, and follows)	1,228
<b>Average Engagement Rate</b> (calculated using impressions/post)	3.73%
<b>Total Impressions</b> (number of times SALT content appears on a screen)	41,969
<b>New Followers</b>	167
<b>Total Followers by End of Year 5</b>	1,117
LinkedIn	
<b>Total Posts</b>	122
<b>Total Shares for SALT Content</b>	84
<b>Total Engagement</b> (includes clicks, likes, comments, shares, and follows/day)	1,452
<b>Average Engagement Rate</b> (calculated using impressions/post)	5.45%
<b>Total Impressions</b> (number of times SALT content appears on a screen/day)	24,595
<b>New Followers</b>	485
<b>Total Followers by End of Year 5</b>	1,487

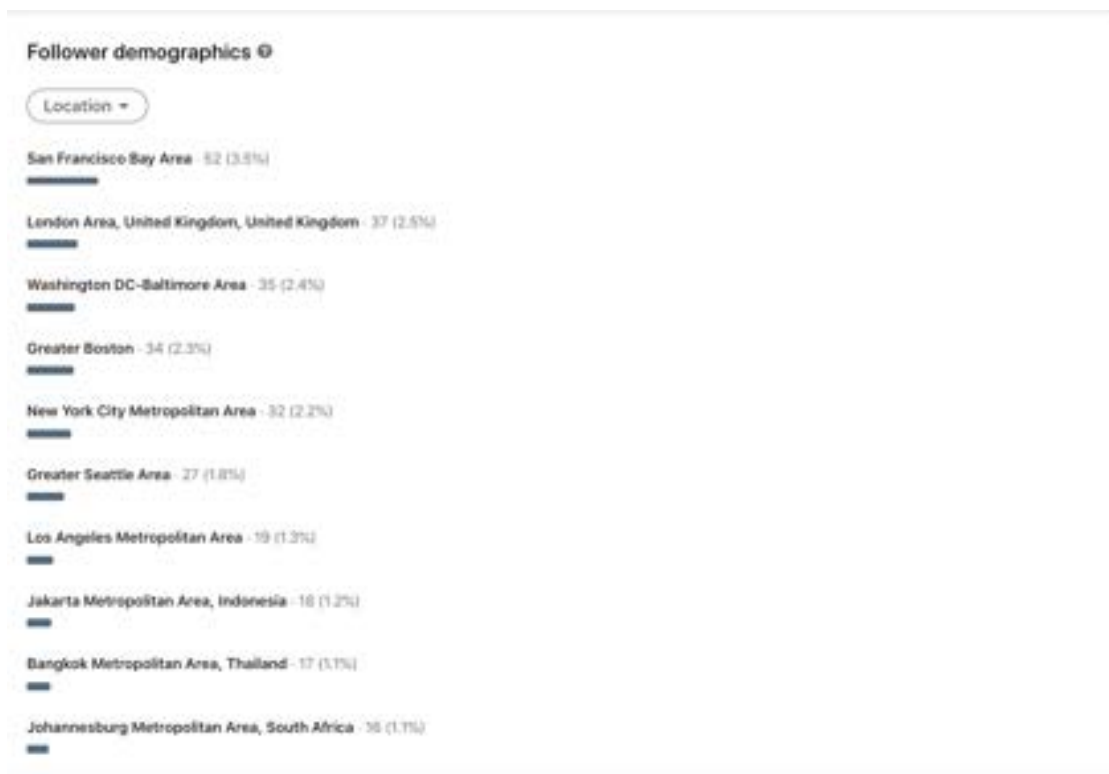
SALT saw an increase in followers after regional events, such as in Latin America and the Caribbean and Tanzania. Figure 16 shows SALT's LinkedIn follower demographic (which align with its audiences), and the top regions the followers are located.

With fewer posts than in years past, but more targeted campaigns, SALT seems to have improved engagement. LinkedIn is where SALT had the most growth in terms of followers and engagement (losing only a few followers throughout the year), even though there is more access

to eyeballs on Twitter. SALT's community and those it is connected with might be more active on LinkedIn, which is not surprising because more meaningful conversations can happen on that platform when character count is not limited.

**Figure 16: LinkedIn Followers by Industry and Location (Top 10)**





*Credit: LinkedIn analytics Oct 1,2021-Sept 30, 2022*

SALT's communication products were well received. USAID Tanzania Mission staff shared about SALT's Tanzania kick-off workshop, and members of LinkedIn's Seafood Traceability Group actively shared SALT's original content (Figure 17). The post from USAID Mission's Jason Ko brought more plays and viewers to SALT's Tanzanian webinar than any other day in the year (n=21) and views averaged over nine minutes, indicating the power that SALT's partners (particularly those with larger audiences) have in disseminating its products.



**Figure 17: Examples of Key Social Media Engagement**



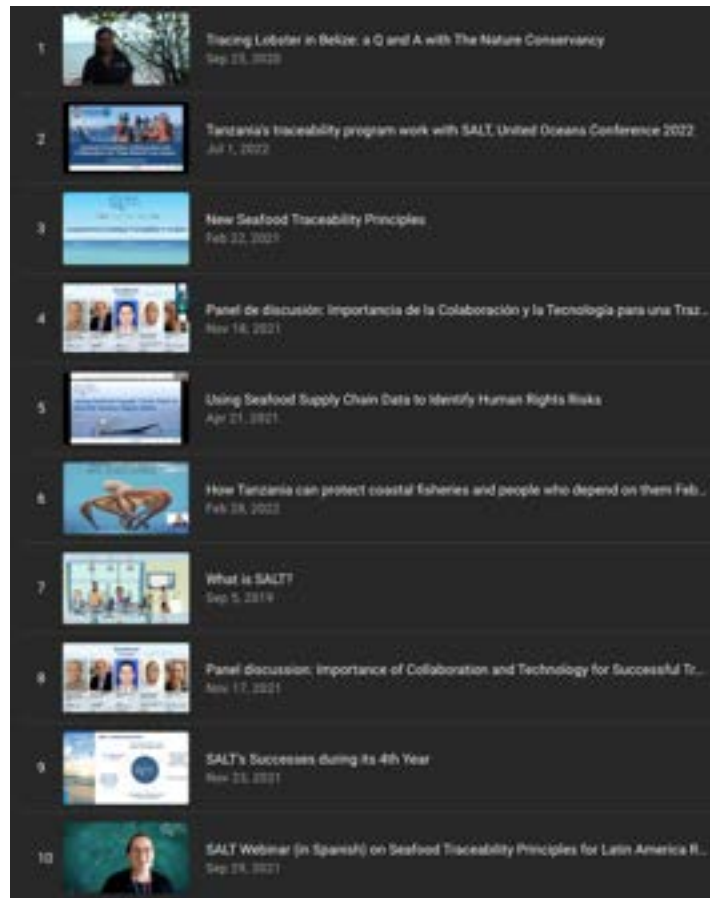
*Right: USAID Tanzania Mission Office staff's post on LinkedIn, which garnered many YouTube views. Left: Post on LinkedIn's Seafood Traceability Group, and Tweet from Jordanna Tennebaum from UNDP Accelerator Labs.*

As discussed in the Year 4 annual report, SALT has been less active on Instagram because of the platform's heavy visual focus, more general audience, and unsuitability for posted links. SALT has continued to use the platform to share original content, such as new Story Hub blogs, and to support local partners' activities by promoting their content. In Year 5, SALT had 437 followers, even with minimal effort on the platform.



SALT has not used YouTube a lot, though it was more active during COVID-19. SALT gained some subscribers and received 1,006 views during Year 5, which was significant as mentioned in Key Result 2.3. Staff views are not blocked from the play count, but there is a clear increase in views after promoting content like the USAID Tanzania post mentioned above. The top 10 videos that were watched in Year 5, even if published in previous years, still attracted viewers—namely the Tracing Lobster Q&A video from Belize (see Figure 18). Average time spent watching this 10-minute video was around two minutes, but it had a consistent viewer every few days. Views started to taper off by the middle of June 2022. The videos that viewers were engaged with an average of 10 minutes or longer, though not necessarily ranked with the most views, were both “Traceability Traps and Triumphs” videos, “New Principles for Creating Electronic Traceability Systems to Address People and Planet”, and “Using Seafood Supply Chain Data to Identify Human Rights Risks” (produced in Year 4) (see Table 10 in 3.4.4). The majority of traffic to SALT’s YouTube channel was from external sources that embed these videos or link to SALT, with Nature.org bringing the biggest source of traffic. Nature.org also promoted [SALT’s Belize video](#), which is likely why it remained consistently viewed.

**Figure 18: Top 10 watched videos on SALT’s YouTube**



## ***Newsletter***

SALT shifted from sending out monthly newsletters to more opportunistic, well-curated newsletters in Year 5 to showcase regional project updates, new resources, and news from the community. SALT added an automatic confirmation email welcoming new subscribers to the SALT community. The welcome email includes invitations to get involved, including joining the LinkedIn community group, submitting a resource for the Dive Deeper library, or entering a traceability project for the Seascape Map.

The newsletters are well received by the SALT community. The number of subscribers has grown steadily, from 949 subscribers at the end of Year 4 to 1,147 in September 2022 (with bounces and spam, the newsletter is delivered to 90% of subscribers). They come from 83 countries. The newsletter boasts an average unique open rate and click rate of 22.03% and 4.15%, respectively. For reference, according to Mailchimp, the average open and click rates across all industries are 21.33% and 2.62%.<sup>4</sup> So, SALT, increased its open rate while putting out fewer newsletters. The number of SALT subscribers engaging with the newsletters helps to drive traffic to more resources on the SALT website and supports exploration of seafood traceability work topics.

## ***Downloads and Web Visits***

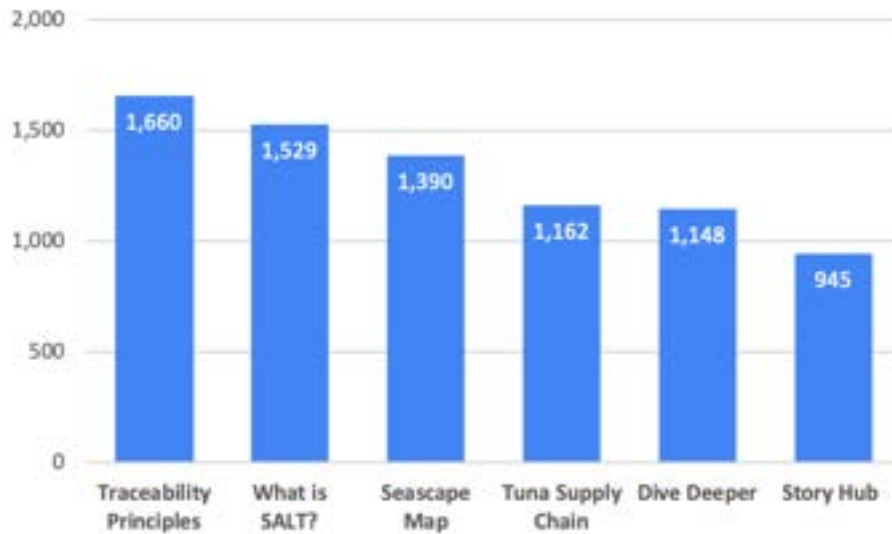
The Comprehensive Traceability Principles and Pathway was the most referenced resource on SALT's website, both in terms of the most visited page and the most downloaded resource (see Figure 19). The Principles and Pathway pages accounted for 10% of total website traffic, with 1,660 unique visits to the [Traceability Principles](#) page, 360 unique visits to the [Pathway](#), and 141 unique visits to the [About the Principles](#) page.

The Principles and Pathway document in English was downloaded 97 times, making it the most frequently downloaded resource on SALT's website, followed by the Principles and Pathway in Spanish (29 times). The French, Bahasa Indonesia, and Vietnamese versions were downloaded rarely (3, 2, and 1 downloads, respectively). The Principles and Pathway resources in all five languages accounted for 59% of the downloads of SALT's original content.

### **Figure 19: Number of Page Views on Key Landing Pages**

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<sup>4</sup> Intuit Mailchimp, "2022 Email Marketing Statistics and Benchmarks by Industry," <https://mailchimp.com/resources/email-marketing-benchmarks/>



*In Year 5, unique page views reached 24,899 sessions. This figure shows the number of unique page views on SALT's key landing pages featured on the navigation menu.*

### **Community Collaborations**

SALT had many opportunities for cross-promotion, a win for SALT and its partners. In Year 5, there were several instances where SALT was mentioned in global conferences by community members (see section 3.7.1, 3.7.2, and 3.7.3).

### **Multimedia Projects**

SALT continued to produce multimedia projects in Year 5 to help explain complex concepts and enhance specific stories and its website. For the campaign on Twitter (promoting each step of the Pathway), graphics were created internally. SALT continued creating content in formats that have proved successful, such as Q&As, podcasts, and webinars. Publicizing our Spanish-language presentations, for example, made it easier to share with other LAC stakeholders who wanted similar presentations. In fact, the Spanish version of SALT's LAC event in November 2021 had more views than the English version. The supply chain, an animated graphic for one of SALT's tools, was in the top 10 most visited pages.

## **3.4. Key Result 4: Knowledge for Comprehensive eCDT is Generated, Captured, and Shared**

This key result is driven by SALT’s second strategic approach, Knowledge for Action, and is supported by SALT’s third strategic approach, Communication Management. This key result and associated indicators encompass a large portion of SALT’s work, covering everything from event facilitation and presentation to the creation of resources to fill the specific needs of the SALT community.

### 3.4.1. Stakeholder-Specific Cases for Traceability Developed and Shared

Indicator	Target	Result
4.1) # of stakeholder-specific cases for traceability developed and shared	LOP: 3	LOP: 3 Target met in Year 4

This target was originally for two over the life of the project, but with an extension it was raised to three. In previous years, SALT developed the Overcoming Barriers series, which highlighted challenges for different stakeholders. In addition, SALT developed the Comprehensive Traceability Principles and Pathway. Finally, the Benefits Evaluation Framework was developed and it was part of the co-design process in Tanzania (see sections 3.5.3 and 3.6.2) .

### 3.4.2. Produced and Shared Materials Linked to Human and Labor Rights for eCDT

Indicator	Target	Result
4.2) # of produced and shared materials linked to human and labor rights for eCDT	LOP: 4	Year 5: 2 LOP: 5

SALT has focused on the importance of comprehensive traceability and the inclusion of data related to human and labor rights in its work. SALT supported the Seafood Summit Worker's Voice Workshop in 2019. SALT wrote the “Paving over the Global Gender Gap in Fisheries—Dispatch from the Philippines” in 2020. In 2021, SALT commissioned experts to produce the “Using Seafood Supply Chain Data to Identify Human Rights Risks” research and webinar. Following on this important work, in fiscal year 2022, SALT hosted a workshop discussing social key data elements with its outcomes published in a blog post, and published an important

podcast on the question, “How can data used to trace seafood also fight human and labor abuses in this industry?”

### ***Social KDE Workshop***

Building on the social key data element (KDE) work undertaken during Year 4 by human rights experts Judy Gearhart and Rainer Braun, SALT convened human and labor rights organizations to further explore the topic. The consensus reached during the roundtable is that developing a small set of social KDEs to identify risk is extremely difficult because the data that surfaces labor rights risks is not necessarily the same for all regions of the world. There was also concern about how the data would be used and how labor KDEs can be verified in a way that does not put workers at risk.

The rights to freedom of association and collective bargaining must be ensured to have confidence that labor rights abuses are not occurring or that workers can speak up if they do occur. Freedom of association, or the right to form and join a trade union, is an enabling right that allows workers to come together to speak with one voice to better their lives. Workers who are on the job day in and day out are best placed to bring attention to issues and identify solutions. Unions provide a structure for workers and employers to expose and work together to resolve them. Participants suggested two labor-specific KDEs: (1) existence of an independent trade union or representative worker organization, and (2) name of the union or worker organization.

SALT shared these findings through a [blog](#) post, and will continue to move this work forward in Year 6 by sharing previous work and the labor KDEs identified during the roundtable in discussions with companies, governments, and other stakeholders interested in collecting KDEs to help identify labor rights risks.

### ***Podcast on Labor and Traceability***

When SALT contracted Gearhart and Braun, they also broke down human rights and its nuances for those who do not work in that world, during an interview for the *A Dash of SALT* podcast. The purpose of this episode was to understand how sharing traceability data, a concept that SALT promotes, would really work for seafood workers. Where did it fit in a solution to curb forced labor? With demand for seafood increasing, the stakes were higher for those recruited into this industry. The strong correlation between illegal fishing and seafood worker exploitation and abuse was forcing the environmental and labor communities to come together. But what made it easier to track fish than those who catch it? [A Dash of SALT.](#)

[episode 2](#), “ How Can Data Used to Trace Seafood also Fight Human and Labor Abuses in this Industry?” delves into how shiny-sounding solutions and different approaches to tackling the same problem demonstrate why a solution might rely on untraditional collaborations to save the day. It also pointed out that many well-meaning worker advocacy groups collecting data are not necessarily sharing the data with those who can do something about it.

### 3.4.3. Relevant Sessions that SALT Facilitated or Presented at Global Meetings

Indicator	Target	Result
4.3) # of relevant sessions at global meetings that SALT facilitated or presented at that advance a comprehensive focus on eCDT (disaggregated by social/economic/ecological sessions)	LOP: 35	Year 5: 15 LOP: 47

SALT originally projected facilitating or presenting at 14 events over the life of the project. However, as time went on, SALT was able to achieve more, so the target was more than doubled. The shift to virtual events as a result of the COVID-19 pandemic has allowed the team to facilitate and present at a more diverse set of conferences and a wider range of events. SALT has met and exceeded its goals in Year 5. Table 8, below, shows these meetings. Where possible, SALT has disaggregated them by event or audience focus (ecological, social, or economic), as well as by region.

**Table 8: SALT Hosted (H), Presented (P), or Local Partner Hosted (L) in External Sessions**

Key:

<i>Social</i>	<i>Economic</i>	<i>Ecological</i>	<i>Comprehensive</i>
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External Event	Date	Location	Recording on YouTube	H	P	L
Latin America and Caribbean Region						
I. Importancia de la Rastreabilidad (“Importance of Traceability”) (SANIPES anniversary event)	Nov. 2021	Virtual	X (avail. on SANIPES’ channel)		X	

External Event	Date	Location	Recording on YouTube	H	P	L
2. Workshop: Comprehensive Traceability to Combat Illegal, Unreported, and Unregulated Fishing in Latin America and the Caribbean Part 1 (ENG/SP)	Nov. 2021	Virtual	X (ENG/SP)	X		
3. Workshop: Comprehensive Traceability to Combat Illegal, Unreported, and Unregulated Fishing in Latin America and the Caribbean Part 2 (SP)	March 2022	Virtual		X		
4. Capacitaciones Yucatán—Trazabilidad en la pesca (EDF Traceability Dialogue in Yucatan)	March 2022	Virtual			X	
5. Del Pacifico Live Blue Convention Mexico 2022	Aug. 2022	Merida, Mexico			X	
6. Iberostar NGO alignment meeting in Peru 2022	Aug. 2022	Lima, Peru			X	
Southeast Asia						
7. Consultation Workshop on the National Roadmap and Guidelines for e-Logbook and eCDT in Vietnam	Dec. 2021	Hanoi, Vietnam/ Virtual				X
Africa						
8. Seafood Traceability: How Tanzania Can Protect Its Coastal Fisheries and the People Who Depend on Them	Feb. 2022	Virtual	X	X		
9. AFO Stakeholder Mapping Workshop 1	March 2022	Dar es Salaam, Tanzania				X
10. AFO Stakeholder Mapping Workshop 2	April 2022	Virtual				X
11. AFO Stakeholder Mapping Workshop 3	April 2022	Kilwa District, Tanzania				X
12. Fisheries and Aquaculture Research for a Vibrant Blue Economy (TAFIRI Conference side event)	July 2022	Dar es Salaam, Tanzania			X	X
13. Co-creating an Electronic Traceability Strategy for the Kilwa Octopus Fishery	Sept. 2022	Dar es Salaam,		X	X	X

External Event	Date	Location	Recording on YouTube	H	P	L
		Tanzania				
Global						
14. SALT Labor KDE Roundtable	July 2022	Virtual		X		
15. UN Ocean Conference official side event: Seafood Traceability—Utilizing Data and Collaboration for Triple Bottom Line Impact	June 2022	Virtual	X	X		

### ***Latin America and Caribbean (LAC)***

*“Importancia de la Rastreabilidad”* (Importance of Traceability) for *SANIPES 7th Anniversary Event*

SALT presented SANIPES’ event, "[Importancia de la Rastreabilidad](#)" (Importance of Traceability). Juan Francisco Cordova, general manager of Sanipes; Pablo Alvarez, SALT consultant; and Jose Alvarez of WWF Peru participated in this event as part of SANIPES’ efforts to develop a digital system for collecting and storing information related to the production and processing of seafood. SALT’s participation in this event helped promote seafood traceability Principles and Pathway, connect with stakeholders in the region, and support electronic seafood traceability efforts in Peru.

*Comprehensive Traceability to Combat Illegal, Unreported, and Unregulated Fishing in Latin America and the Caribbean. Part I.*

SALT hosted the first part of this two series virtual workshop in Spanish with simultaneous translation in English in November 2021. This workshop had the following objectives:

- Bring awareness of the relevance of the seafood traceability Principles and Pathway to the LAC region.
- Identify opportunities to incorporate the Principles and Pathway into existing efforts to increase the benefits of electronic traceability.
- Identify barriers and opportunities for governments in the LAC region to implement traceability efforts.
- Increase coordination among the diverse groups working in the fishing sector: counter illegal fishing advocates, governments, USAID, regional organizations.



The goal for this workshop was for SALT to help governments, NGOs, and diverse groups working in the fishing sector discuss their traceability objectives and challenges, create and identify connections, and foster collaboration to improve traceability efforts throughout the LAC region.

More than 100 members of the SALT community, from 10 different LAC countries (with high attendance from Ecuador, Peru, Mexico, and Colombia), participated in the workshop. More than 40% were government representatives from seafood-producing countries, followed by representatives of NGOs (30% of participants) and representatives of the seafood industry (over 11%).

The event included high-level expertise from panelists who shared their experiences working in the LAC region of Peru, Belize, and Colombia (see Figure 20). The workshop included breakout discussions where stakeholders had the opportunity to discuss and share their ideas regarding seafood traceability in the LAC region.

**Figure 20. High-level Panelists Presenting in Part I of LAC Workshop**



As a result of these discussions, SALT identified four main challenges, shown in Table 9.

**Table 9. Challenges to Implementing Electronic Seafood Traceability in the LAC Region**

<p><b>Interoperability of technology and institutions</b>          Difficulties getting institutions to collaborate and integrate their varying traceability objectives into one cohesive program.          Challenges translating legislation into a technology system and then integrating that with existing technical systems.</p>	<p><b>Incentivizing small-scale fishers to participate in traceability programs</b>          Lack of financial incentives for small-scale fisheries.          Need to communicate market-based incentives suitable for small-scale fisheries.          Need to build capacity for small-scale fishers to learn traceability technology.</p>
<p><b>Confidentiality and trust issues</b>          Lack of trust between governments and the industrial fishing sector.</p>	<p><b>Regional coordination and collaboration</b>          Lack of platform for regional coordination to help countries exchange knowledge around traceability.</p>

The robust discussions held during this workshop left participants wanting to continue their conversation, to achieve these objectives throughout the region. Therefore, SALT organized Part 2 of this event.

*Comprehensive Traceability to Combat Illegal, Unreported, and Unregulated Fishing in Latin America and the Caribbean Part 2: Continuing the Discussions.*

On March 23, 2022, SALT held a second workshop to continue the dialogue. While the first part of this event included a group of panelists, this second session had a purely participatory approach which allowed participants to discuss, learn, and exchange information and solutions.

The workshop was attended by more than 30 participants from nine countries including Peru (over 28%), Ecuador (more than 17%), Mexico (7%), and Argentina (7%). More than 42% were government representatives from seafood-producing countries, followed by representatives of NGOs (25% of participants) and representatives of the seafood industry (over 10%).

Based on the first part of this event, SALT centered the discussion around three questions:

- What are your biggest traceability challenges and opportunities?
- What solution do you identify for your traceability challenge and what is preventing you from achieving this objective?
- What do you think are the most important regional challenges in the fight against IUU fishing, and what would you be willing to do in your role to combat it?

Despite the fact that this second part of the workshop had fewer participants than the first part, knowledgeable attendees allowed for a rich discussion and outcomes. Outcomes from this discussion are summarized in four main points:

- Countries face similar challenges when implementing seafood traceability.
- Countries need to develop a regulatory framework for electronic traceability that will consider the entire region.
- Governments will need to include traceability efforts in their agendas.
- Increased access to technology can advance electronic traceability.

SALT has no doubt that this two- part workshop helped promote electronic seafood traceability in the LAC region, created connections, and helped foster collaboration between stakeholders.

*EDF México—Capacitaciones Yucatán, Trazabilidad en la Pesca (Capacity Building in Yucatan, Seafood Traceability)*

As part of its capacity-building initiative to promote traceability in Yucatan Peninsula's fisheries, EDF used the recording of one of SALT's most recent presentations at EDF. The SALT team participated in this workshop (held in Spanish with simultaneous interpretation to English) and answered questions from the audience and Mexico's government representatives (around 20). As a result of SALT's participation in this event, a representative from EDF stated that "permit holders and the state fisheries secretary were left highly interested in the subject and have been requesting information about tech companies, implementers, or groups that can help them achieve traceability goals." SALT connected EDF and COBI in Mexico so it could learn more about the PescaData initiative, shared relevant resources to guide their efforts, and offered future support as their initiative moves forward.



*Del Pacifico Live Blue Convention Mexico 2022*

In Year 5, SALT was invited to present on the Comprehensive Principles (in Spanish) at the 2022 Live Blue Convention, Del Pacifico's inaugural sustainability forum hosted in Mérida,

Yucatán. The Live Blue Convention convened stakeholders in Mexican fisheries (especially fishers and government representatives) and highlighted Del Pacifico's emerging sustainability strategy. SALT was the only external party invited to present at the event. As a result of the presentation, Del Pacifico expressed interest in applying the Principles to the company's traceability strategy (see also section 3.6.1).

Iberostar Group, a family-owned global tourism company based in Spain, joined SALT's Advisory Committee in Year 3. Through its Wave of Change movement, the company is taking action on a number of worldwide initiatives across three domains, including responsible seafood. In Peru, Iberostar is undertaking activities around responsible seafood in domestic markets. This includes collaboration with PesCo Pescaderia, one of the organizations mentored by SALT in Year 5 through the World Bank Coastal Fisheries Initiative—Challenge Fund Global Knowledge Competition (see section 3.3.2). Iberostar is regularly in contact with many of the stakeholders in Peru working on traceability initiatives, including WWF Peru, Future of Fish, Redes, and others. To help align efforts and reduce redundancies between projects in Peru, Iberostar catalyzed an NGO alignment meeting in August 2022 in Lima. SALT was invited to participate and gave a presentation on the Comprehensive Principles. Results from this meeting included a unified call to action by the group on what types of baseline information to ask seafood buyers to collect, as well as the formation of a working group to continue driving progress, which SALT will participate in where possible.

## ***Southeast Asia***

### *Consultation Workshop on the National Roadmap and Guidelines for e-Logbook and eCDT in Vietnam*

SALT's small grantee in Vietnam, Marine Life Conservation and Community Development (MCD), held a multi-stakeholder national consultative workshop on November 12, 2021, in collaboration with DFish. MCD shared key findings from its pilot projects in Binh Dinh Province with tuna fisheries in applying electronic traceability and it made recommendations that Vietnam's current National eCDT Guidelines and Roadmap incorporate SALT's Comprehensive eCDT Principles. During the workshop Tran Dinh Luan, director-general of DFish affirmed the fact that implementing electronic traceability is essential for Vietnam's seafood supply chains. DFish plans to issue "The National Standards for e-Logbook Guidance for the eCDT System" by the end of 2022, a framework for e-Logbook implementation. This workshop was attended by over 40 government, NGO, and industry stakeholders and was featured in several stories for Vietnamese media.

## ***Africa***

### *Seafood Traceability: How Tanzania Can Protect Its Coastal Fisheries and the People Who Depend on Them*

On February 28, 2022 SALT hosted a 90-minute webinar to launch the application of the Comprehensive Traceability Principles in Tanzania. SALT highlighted how the Comprehensive eCDT Principles and Pathway can help provide guidance for creating and driving further success with an electronic seafood traceability program. SALT presented its objectives and activities in Tanzania. The webinar introduced SALT's collaboration with the Ministry of Livestock and Fisheries, Yahya Mgawe, and Aqua-Farms Organization (AFO). Because this is a new region of engagement, breakout sessions provided attendees the opportunity to meet each other and discuss traceability challenges and opportunities in Tanzania and the broader East African area. This webinar counted 129 attendees, 49 who identified as women and 52 as men. Since the live webinar, there have been 81 views of the [video on YouTube](#).

### *AFO Stakeholder Mapping Workshops*

Aqua-Farms Organization (AFO) conducted a series of events to map the stakeholders involved in the Kilwa District octopus fishery (see section 3.6.2).

### *Fisheries and Aquaculture Research for a Vibrant Blue Economy (TAFIRI Conference, Dar es Salaam, Tanzania)*

SALT attended the TAFIRI FAR4ViBE conference from July 12 to 14, 2022. Over 107 participants attend the three-day conference. SALT participated in a panel discussion on seafood traceability challenges and opportunities, and lessons learned from the paper-based system in Tanzania. Senior technical advisor Yahya Mgawe, senior TAFIRI researcher



Bigeyo Kuboja, Jovice Mkuchu and Melkizedeck Koddy from the Ministry of Livestock and Fisheries, and an industry representative from BAHARI Foods participated in the discussion.

**Global**

*Social KDE Workshop*

See section 3.4.2 above.

*Seafood Traceability—Utilizing Data and Collaboration for Triple Bottom Line Impact (UN Oceans Conference, Virtual Side Event)*

SALT hosted a virtual side event at the UN Oceans Conference on June 28, 2022. This 90-minute event was designed as a panel of presentations and a Q&A session. The panel consisted of a representative from USAID in Washington DC, Jenny Kane, representative from Tanzania’s Ministry of Livestock and Fisheries, Meck Koddy, SALT representatives and Tanzanian partners, Technical Advisor Yahya Mgawe and Aqua-Farms Organization’s Director Jerry Mang’ena. This panel demonstrated the cooperative, co-design approach in Tanzania when applying the Comprehensive Traceability Principles and Pathway. SALT presented the Comprehensive Principles and Pathway as a tool for governments interested in implementing and improving seafood traceability programs. Tanzanian collaborators presented on the importance of traceability and their commitment to using the Comprehensive Traceability Principles and Pathway in their journey. Jerry Mang’ena presented the findings of the key activities so far as well as how these activities will inform the development of the co-design event and ultimately, the final implementation strategy. SALT had over 100 people register for the side event, with 51 attendees (with balanced gender representation). Since the event, there have been 102 views of the [YouTube video](#).

**3.4.4. Produced and Shared Knowledge Products**

Indicator	Target	Result
4.4) # of produced and shared knowledge products that support learnings around or action toward comprehensive eCDT (disaggregated by regional/global focus and product type)	LOP: 40	Year 5: 24 LOP: 63

During SALT’s fifth year, it produced 24 reports, podcasts, videos, and original and promoted blog posts to help fill gaps in knowledge or respond to requests from the community. Of the events that SALT conducted in Year 5, the team identified which would serve the community as and posted those five webinar and workshop recordings to YouTube and Dive Deeper (Table 10) which have been viewed over 361 times this year.

**Table 10: What SALT Produced in Year 5**

Product	Explanation
1. U.S. Retail Traceability Trends	Drawing from FishWise’s nearly 20 years of experience and feedback provided by U.S. retailers, <a href="#">this document</a> outlines how seafood traceability in the U.S. has changed over time and how retailers have responded to this evolving landscape. It culminates with insights for the future of traceability and what may lie ahead for retailers.
2. Giving Fish a Passport? A New Electronic Traceability Effort in Japan	This <a href="#">blog</a> post highlights the importance of stakeholder collaboration and interoperability among different systems to create a traceability program that addresses stakeholders' needs and maximizes their ecological, social, and economic benefits.
3. SALT Summary of the Report: Overcoming Institutional Barriers to Implementing Digital Traceability	This <a href="#">summary</a> highlights the fact that government agencies may encounter barriers to communicating, collaborating, and sharing information, and this impacts the implementation of seafood traceability programs.
4. Bringing Seafood Traceability Principles and the Spirit of Collaboration to Latin American and the Caribbean	The <a href="#">blog</a> post in English summarizes key findings of this workshop series held on November 9, 2021, which gathered more than 100 stakeholders from Latin America and the Caribbean.
5. Promoviendo el Espíritu de Colaboración en América Latina y el Caribe Través de los Principios de Trazabilidad de los Productos del Mar	The <a href="#">blog</a> post in Spanish summarizes key findings of this workshop series held on November 9, 2021, which gathered more than 100 stakeholders from Latin America and the Caribbean.
6. Collaborative Traceability Project Brings Triple Impact to Tanzanian Fisheries	Following the launch and the announcement of SALT’s collaboration with Tanzania’s Ministry of Livestock and Fisheries, Aqua-Farms Organization, and Yahya Mgawe, SALT published <a href="#">this blog</a> post to detail the goals and objectives of the project.
7. How Can Comprehensive Seafood Traceability Principles Guide the Design and Implementation of Electronic Systems in the Real World?	This <a href="#">blog post</a> highlights the use of the Principles and Pathway in the design of the mobile application PescaData launched by COBI in 2021.



8. What data can help us uncover human and labor rights risks in the seafood sector?	This <a href="#">blog post</a> highlights the social key data element (KDE) work undertaken during Year 4 by human rights experts Judy Gearhart and Rainer Braun, and the roundtable of human and labor rights organizations to further explore the topic.
9. <i>A Dash of SALT</i> , Episode 2: How can data used to trace seafood also fight human and labor abuses in this industry?	This <a href="#">podcast</a> delves into why human rights are a challenge in seafood and how traceability data could benefit seafood workers if untraditional collaborations are pursued.
10. U.S. Retail Traceability Trends: A Digest	This <a href="#">blog post</a> provides an interactive high-level summary of current import regulations and legal requirements and the key findings of the larger report in Dive Deeper organized by past, present, and future traceability trends in U.S. retailers.
11. SALT's Successes in 2021 and What's Next in 2022	In this <a href="#">blog post</a> , SALT reflects on where it is and where it is headed in the work to advance seafood traceability around the world.
<b>Small Grantee and Local Partner Contributions</b>	
12. How Electronic Traceability Systems are Becoming the Backbone of Indonesian Fisheries' Sustainability Initiatives	This <a href="#">blog post</a> in English and Indonesian provides an update on the development of the STELINA (Sistem Telusur dan Logistik Ikan Nasional) by the Indonesian Ministry of Marine Affairs and Fisheries (MMAF)
13. SALT Grantee Final Update: MDPI Co-Design Workshop on Emerging Traceability Technology for Indonesian Fishery Supply Chains	One of SALT's small grant recipients, Masyarakat dan Perikanan Indonesia (MDPI), conducted a learning event for the seafood industry, technology providers, NGOs, and government stakeholders in Bogor, Java. This <a href="#">blog post</a> shares some of the takeaways from the workshop.
14. SALT Grantee Final Update: Consultation Workshop on the National Roadmap and Guidelines for e-Logbook and eCDT in Vietnam	Vietnam's Marinelife Conservation and Community Development (MCD) conducted learning events to inform Vietnam's National Guidelines and Roadmap for electronic catch documentation and traceability). This <a href="#">blog post</a> explains what challenges and motivations the initiative encountered.
15. Q&A with Aqua-Farms Organization: Applying the Comprehensive Traceability Principles in Tanzania	SALT published <a href="#">this Q&amp;A</a> with Aqua-Farms Organization on its project developing a traceability strategy to combat illegal, unreported, and unregulated fishing while meeting EU market requirements, and while empowering Tanzanian youth and women.
16. Q&A with MCD and VINATUNA: Applying the Comprehensive Traceability Principle in Vietnam	SALT published <a href="#">this Q&amp;A</a> with Vietnam's MCD and VINATUNA on their upcoming project expanding traceability beyond an e-Logbook and how to bring more industry into the national strategy.
<b>SALT Community Feature</b>	
17. From Vericatch: Why Is Traceability	SALT reshared <a href="#">Vericatch's blog post</a> about why traceability is important,



Important for the Seafood Supply Chain? Q&A With Julian Hawkins	the overlap between blockchain and sustainability, and why choosing seafood should be no different from how you choose your eggs.
18. From Seafood Source: Better data in the time of COVID-19: Opportunities for advancing eCDT in wild-capture fisheries	SALT reshared <a href="#">Seafood Source's article</a> featuring Future of Fish's partner work on a tool that goes beyond just determining the financial return on investment in traceability, to focus on evaluating the social and environmental returns.
19. From the Fisheries Transparency Initiative (FiTI): TAKING STOCK— Online Transparency of Fisheries Management Information	SALT <a href="#">explained</a> more about FiTI and its different reports while sharing its more recent blog post and findings in Peru.
<b>Videos and Webinar Recordings</b>	
20. Seafood Traceability – Utilizing Data and Collaboration for Triple Bottom Line Impact, United Oceans Conference 2022	A <a href="#">virtual side event</a> at the United Nations Ocean Conference in 2022 shares information about work with governments applying SALT's Traceability Principles and their needs and successes in seafood traceability.
21. How Tanzania can Protect Coastal Fisheries and People Who Depend on Them	This <a href="#">webinar</a> brought together those interested in improving seafood traceability in Tanzania to hear the government's commitment to traceability, and how SALT plans to support an upcoming project with a Tanzanian octopus fishery in the Kilwa District.
22. Panel discussion: Importance of Collaboration and Technology for Successful Traceability	This is an English <a href="#">recording</a> of the panel presentations and discussion from SALT's workshop on November 9, 2021.
23. Panel de discusión: Importancia de la Colaboración y la Tecnología para una Trazabilidad Exitosa	This is a Spanish <a href="#">recording</a> of the panel presentations and discussion from SALT's workshop on November 9, 2021.
24. Toonly video on Traceability Principles	SALT created a <a href="#">three-minute animated video in Spanish</a> to promote and raise awareness of the Comprehensive Principles and Pathway in the LAC region.

For larger deliverables SALT created to fill knowledge gaps and/or refine the traceability principles, see section 3.5.3.

## 3.5. Key Result 5: Principles for Developing Comprehensive eCDT Systems Are Created

This key result is driven by SALT’s second strategic approach, Knowledge for Action, and is supported by SALT’s third strategic approach, Communication Management. During SALT’s co-design, one of the most significant needs identified was for more guidance around creating a traceability program that leveraged potential ecological, social, and economic benefits. SALT completed this indicator to fill that need.

### **3.5.1. About the Traceability Principles and Pathway**

The [Comprehensive Traceability Principles](#) and [Pathway to the Principles](#) represent the best practices that governments in seafood producing countries should consider when embarking on designing, implementing, or improving their comprehensive electronic traceability programs. A comprehensive eCDT effort should capture and use ecological, economic, and social data related to seafood products to support and strengthen effective fisheries management, identify and prevent IUU and mislabeled products from entering markets, and support legal and equitable human welfare conditions for seafood laborers.

SALT identified the need for shared guidance that identifies the minimum level of best practice for the design and implementation of comprehensive seafood eCDT programs within producer regions. The Comprehensive eCDT Principles Consultative Committee—which is comprised of key experts on this topic as well as parties that are interested in applying these Principles to their own work in eCDT—and SALT’s supporting organizations identified a need for principles to specifically support seafood producing country governments’ eCDT adoption and institutionalization.

The Principles are applicable to government representatives working to implement eCDT at a variety of scales (e.g., artisanal and/or industrial), whether they are seeking to launch a large national program or a small regional pilot. The Principles were created as core themes to keep in mind throughout the process of designing, implementing, or improving a traceability program. They all hold equal importance and should all be considered throughout the entire process of creating or improving a traceability program. The Principles are accompanied by the Pathway to the Principles, which has three phases for applying the Principles: initiate, design, and implement. The Pathway phases may be applied differently depending on how far along a government is in implementing an eCDT program.

Seafood producing country governments are the primary target for the Principles, as they have the authority and responsibility to reduce risks to workers and for the ecological and economic management of their fisheries. While some nations have more developed institutional capacities and greater access to resources than others, the ability to regulate makes governments capable of institutionalizing traceability programs that are lasting and comprehensive. Other

stakeholders from seafood producing countries, such as fishers, government, and industry, are also target audiences for SALT.

Indicator	Target	Result
5) Principles on comprehensive eCDT developed	Year 3: 1	<i>Completed in Year 4</i>

### 3.5.2. Refining SALT’s Existing Tools

SALT created the Principles and Pathway to align with principles of human-centered design. Human-centered design “is a way of thinking that places the people you are trying to serve and other important stakeholders at the center of the design and implementation process.”<sup>5</sup> An essential component of human-centered design is returning after a project is completed to evaluate how well it met user needs and identify needed updates. In Year 5, SALT continued to refine and expand the Comprehensive eCDT Principles by using the following methods:

- Continuously documenting stakeholder feedback for formal revisions of the Principles.
- Using Google Analytics to identify which Principles pages are viewed most often and least often, determine if there are anomalies, and identify why. Determining which resources are downloaded most often and least often, flagging potential updates, and monitoring the number of downloads.
- Conducting a survey for stakeholders in Principles application, and following up with post-application questions.

SALT will undertake a more extensive revision of the Comprehensive Principles in Year 6. Activities to support this revision will include:

- Survey of SALT community.
- Feedback from the Principles Consultative Committee.
- Requirement for funded local partners to outline issues and achievements.
- Site visits and/or interviews to assess Principles and Pathway achievements and challenges.

### 3.5.3. Filling the Knowledge Gaps

To address critical knowledge gaps within the Principles and Pathway, SALT used insights gleaned from the methods outlined above, from the Year 1 co-design, and from previous

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<sup>5</sup> USAID, [Human-Centered Design](#) (2021)

conversations with the SALT community and Principles Consultative Committee. To encourage uptake and utility of the Principles, SALT created additional information based on need.

### ***Verification***

SALT and FishWise's Traceability Division made progress on developing a knowledge product to fill the gap on verification resources for traceability, though it is not completed, due to competing priorities, staff changes and turnover, and interviewee availability. In order to not sacrifice the quality of this deliverable, SALT has carried over this work to Year 6.

SALT will produce an audio series interviewing a variety of stakeholders (4-6) who represent different nodes of the supply chain and/or sectors of the seafood community because of the limited resources that currently exist for this topic. Progress has been made to identify the final format of the deliverable, the interviewees, the framing questions, and the technical needs.

In the final podcast, SALT will explore the differences between traceability, verification, and due diligence, what current obstacles and opportunities are there for strengthening verification efforts, the roles that each stakeholder plays in those efforts, and thoughts on the future of seafood data verification.

### ***Building a Lasting and Scalable Program***

Scaling up a traceability system to other fisheries and supply chains, or expanding the key data elements (KDEs) collected is complex. Although [dozens of ongoing traceability pilots exist across the globe](#), few have been successfully expanded. There is a dearth of case studies about attempts to expand seafood traceability and few useful resources to guide stakeholders through common challenges and considerations. SALT noticed this lack of existing resources during its literature review, and experts on the Principles Consultative Committee also flagged this need.

As highlighted in the Principles, building a lasting and scalable program is critical to achieving long-term success, whether that success is measured ecologically, socially, or economically. To fill this critical knowledge gap and enhance the value of the Principles and Pathway, in Year 5, SALT initiated the creation of a novel resource to alleviate some of the questions around scaling up programs.

SALT contracted the IFT Global Food Traceability Center (GFTC), which has experience with globally traded commodities such as palm, soy, beef, pulp and paper, as well as seafood, to create the new product. IFT is also leveraging its traceability work with seafood producing countries and seafood businesses to incorporate global case studies and lessons in expanding traceability.

IFT began with a landscape analysis to identify resources, tools, or guides that could be applied, reframed, or adjusted to assist governments with implementation of the “Build a lasting and scalable program” Principle. Where documented case studies were limited, IFT conducted interviews with nine relevant stakeholders who have engaged in pilot projects. These stakeholders represented region-specific traceability efforts in Latin America, Africa, and Asia. From this analysis, IFT distilled key environmental factors that enable lasting and scalable programs.

SALT developed the format for the new knowledge product with IFT, which will be a checklist for governments. The final product will be completed early in Year 6, incorporated into the Principles and Pathway, and communicated to key stakeholders. Case studies and resources that were included in IFT’s landscape analysis will be added to the appropriate areas of the Principles and Pathway to bolster SALT’s resource library.

### ***Social Integration in the Principles and Pathway***

SALT worked to fill the knowledge gap around social responsibility by developing original resources, engaging stakeholders, and adding already existing resources to the SALT website. To advance understanding of the data that would be useful for identifying social risks, SALT published a blog post recapping the work of experts Judy Gearhart and Rainer Braun and explaining the outcomes of a roundtable SALT held with human and labor rights experts. SALT also produced a podcast episode explaining how data can be effectively used to advance social responsibility.

In Peru, SANIPES, the National Fishery Health Agency, a specialized technical organization attached to the Ministry of Production, was interested in creating a model of regulation based on risks. To inform its risk assessment work, SALT shared resources around human rights due diligence from the Roadmap for Improving Seafood Ethics ([RISE](#)).

SALT also worked to build out the social responsibility resources on its website. In Year 5, SALT added 11 organizations working on social responsibility in the seafood industry to the Seascope Map and 120 resources that include human and labor rights to the Dive Deeper section.

### ***Governmental Digitization Considerations***

In Year 4, SALT hired consultants with expertise in governmental digitization to strengthen the uptake of the Comprehensive Principles. Consultants from Virgil Group advised the SALT team on three topics: (1) encouraging policy adoption of data digitization/digital government practices; (2) integrating new digital systems with existing national programs by leveraging

experience from the Seafood Import Monitoring Program; and (3) thinking about how to identify and overcome barriers between government agencies. The consultants produced three reports that contained background information, a summary of best practices and recommendations, and applied examples.

In Year 5, SALT translated the information contained in the third report into an accessible, public-facing white paper, [\*SALT Summary of the Report: Overcoming Institutional Barriers to Implementing Digital Traceability\*](#), to be incorporated into the Principles and Pathway. This summary provides information on the most common types of barriers government agencies may find when designing and implementing a seafood traceability program and recommendations to overcome such barriers.

### ***Benefits Evaluation Framework***

Understanding the benefits of comprehensive eCDT is important to increasing its adoption. SALT funded Future of Fish in Year 3 and 4, to develop a Comprehensive eCDT Benefits Evaluation Framework, with seafood producing country governments as the audience. The purpose of the Evaluation Framework is to provide metrics and tools to evaluate the ecological, social, and economic benefits of wild capture fisheries eCDT systems.

In Year 5, SALT conducted an internal pretest of the Framework, incorporated the results into Framework Version 4, and gave it a new name, the Benefits Evaluator for Seafood Traceability (BEST) tool. The BEST tool was used to introduce the potential benefits of seafood traceability for stakeholders at different nodes of the Kilwa octopus fishery supply chain at the co-design event in Tanzania in late September 2022. Participants were asked to dream big on the desired benefits for the Kilwa eCDT system. They did this in three phases: individual reflection, table discussion, and full group vote on desired benefits. The top benefits selected by all attendees fell under five themes, as shown in Figure 21.

### **FIGURE 21: Themes for the Top Benefits Selected by Co-Design Participants**



Early next year, SALT will assess the BEST tool as a result of this use case. In Year 6, SALT will make the BEST tool available on the SALT website. FishWise’s Traceability Division is considering adaptation of the tool for a seafood industry audience.

### **3.6. Key Result 6: Principles Incorporated into Electronic Catch Documentation and/or Traceability Systems Including Human and Labor Rights for All Seafood Workers, Food Security, Livelihoods, and Well-being**

This key result is driven by SALT’s second strategic approach, Knowledge for Action, and is supported by SALT’s third strategic approach, Communication Management. The knowledge management cycle that guides SALT’s strategy spans from knowledge creation to knowledge application. This key result completes the knowledge cycle by measuring whether knowledge created (i.e., the Principles and Pathway) is applied.

In Year 5, SALT focused on facilitating stakeholder acquisition and application of the Traceability Principles. SALT’s work to apply the Principles ranged from holding informational meetings and making connections with interested parties to serving as advisor for strategy development and technical assistance with implementing partners.

### 3.6.1. Stakeholders Interested in Applying Principles

Indicator	Target	Result
6.1) # of stakeholders who express interest in applying the Principles (disaggregated by gender, stakeholder group, and region)	LOP: 10	Year 5: 6 LOP: 15

As SALT has continued to expand outreach, the number of government-linked stakeholders expressing interest in applying the Principles has expanded, especially in the Latin America and Caribbean (LAC) region.

#### ***Latin America and Caribbean Region***

LAC is a region of interest for SALT, given the interest in traceability from countries like Belize, Peru, Mexico, Ecuador, and Chile, and ongoing IUU fishing issues in the region. Based on opportunities for engagement and impact, SALT created a work plan with a particular focus on countries in Latin America, especially Peru, Mexico, and Ecuador, where governments and SALT's partners are interested in or currently working on traceability efforts in the seafood sector.

In Year 5, SALT updated the work plan for the LAC region using the same work streams identified for Year 4. The work plan included:

- I. Creating and sharing tailored knowledge products around eCDT in English and Spanish
  - Sharing the Comprehensive Traceability Principles and Pathways in English and Spanish.
  - Presenting the Comprehensive Principles and Pathway in English and Spanish. See section 3.4.3 and below for more information on presentations delivered to LAC stakeholders.
  - Making SALT available to USAID missions and LAC partners to identify critical information to be curated or translated based on need. For example, SALT presented the Roadmap for Improving Seafood Ethics (RISE) to the Peruvian government (SANIPES) given its interest in incorporating social responsibility into traceability efforts. SALT received feedback from stakeholders in Argentina that its [Seafood Import Regulation Guide](#) was useful in presenting traceability to government stakeholders and could be a product to translate in the future.



- Identifying resources to be refined and featured on the Pathway based on conversations with LAC partners. For example, SALT identified several opportunities for Pathway expansion in the [WWF Peru-Future of Fish eCDT governance report](#) (for which SALT was a key informant in Year 4), which were flagged and will be addressed in the Year 6 Principles revision. LAC stakeholders were among those interviewed for input into the IFT deliverable for the “Build a lasting and scalable program” Principle (see section 3.5.3).
  - Using SALT’s Story Hub to share key reports and blogs on topics that highlight regional efforts, including features on [COBI](#) (see *Mexico*), [Fisheries Transparency Initiative \(FiTI\)](#), and summaries of SALT’s LAC events (see 3.4.3).
2. Sharing and implementing the Comprehensive eCDT Principles and Pathway with LAC stakeholders including governments, industry, and NGO implementers.
    - Working with the government and other stakeholders of Peru and Mexico to apply the traceability Principles and Pathway based on needs identified (see *Peru* and *Mexico* sections below).
  3. Hosting regional learning events on comprehensive eCDT topics.
    - Hosting a two-part virtual event (November 2021 and March 2022) on Traceability as a Tool to Combat IUU Fishing in LAC (see section 3.4.3).
  4. Supporting regional coordination between NGOs, donors, USAID Missions, and governments
    - Hosting ad hoc calls and learning exchanges with other country stakeholders. This included events where SALT presented or participated with *Círculo de Políticas Ambientales* (see *Argentina*) and Environmental Defense Fund (see *Mexico*).
    - Connecting stakeholders, including initial steps to connect the Peruvian government (SANIPES) with USAID and with Alaskan seafood industry representatives (see *Peru*).
    - Supporting collaboration with USAID regional initiatives, as needed. SALT hosted a call with the Walton Family Foundation and Council Fire to identify opportunities for SALT to support the USAID regional IUU fishing project between Peru and Ecuador, and then shared several resources (including the Spanish video recordings of SALT Principles presentations and high-level information on the Benefits Evaluation Framework). Walton Family Foundation and Council Fire intended to use the SALT Principles to inform the USAID project codesign process.

The focus for Year 5 was to engage with seafood producing country stakeholders, with particular emphasis on encouraging alignment between them and soliciting feedback on the Principles as they were applied. SALT continued to meet with stakeholders in the region to offer resources and connections, as well as discuss future areas of need and opportunities for collaboration. SALT will seek to incorporate the work of the organizations listed below by country into Year 6 capacity building events, particularly for a regional capacity building event.

### *Argentina*

Because of Argentina's economic challenges, electronic seafood traceability is gaining momentum as a tool to combat IUU fishing and access international markets like the U.S. The Argentinian NGO *Círculo de Políticas Ambientales* ("Círculo") is promoting electronic seafood traceability at the regional and national level.

Círculo invited SALT to present at its regional workshop, held in May 2022. Members of parliament, government officials, and NGOs from Ecuador, Peru, and Argentina were invited to discuss effective counter-IUU measures. SALT asked Michael Brakke, deputy director of the Office of International Affairs, Trade, and Commerce at the National Oceanic and Atmospheric Administration (NOAA), to present at this event. He spoke on topics related to traceability, tools regional fisheries management organizations (RFMOs) can use to promote traceability in areas beyond national jurisdiction, and U.S. import regulation. Círculo reached out to SALT praising his presentation and offering its support for future activities.

For Year 6, Círculo has requested SALT's participation in a workshop for Argentinian stakeholders that includes seafood industry, academia and government officials. This workshop aims to familiarize them with electronic seafood traceability and its use in accessing major import markets. Though Argentina is not one of SALT's primary target countries in LAC, this offers an opportunity to present on what comprehensive electronic seafood traceability entails. Additionally, this opportunity can provide the opportunity to inform about import market requirements, and the role the Principles and Pathway play in the discussion and design of a Seafood Traceability regulation in the LAC region. The fact that Círculo recognized SALT as a referent for electronic seafood traceability highlights SALT's relevance in this area.

### *Mexico*

Interest in implementing electronic seafood traceability in Mexico to combat illegal fishing continues to grow. SALT is in contact with several NGOs operating in Mexico, including Smartfish, Comunidad y Biodiversidad (COBI), Environmental Defense Fund (EDF), and Oceana. These organizations are interested in implementing electronic seafood traceability and

promoting legislation on this topic in Mexico. In Year 6, SALT will continue to meet with these stakeholders and leverage the Principles and Pathway to help them meet their traceability goals.

In Year 5, EDF invited SALT to present at its virtual traceability workshop, which convened stakeholders in the Yucatán Peninsula. This workshop included government officials representing the Yucatán State Secretary of Fisheries, other government agencies, and NGOs. SALT presented the Principles and benefits of eCDT. EDF indicated that Mexico's fisheries secretary was interested in seafood traceability as a result of SALT's participation, and wanted to learn more. SALT put EDF and COBI in contact with each other to discuss the topic, and it will continue, during Year 6, collaborating with both organizations to promote seafood traceability in Mexico.

SALT continued contact with industry connections in Mexico. SALT presented at the Del Pacifico Live Blue Convention (see section 3.4.3 for a description of SALT's Principles presentation). Del Pacifico is interested in leveraging the Principles for its company's traceability strategy. In Year 6, SALT will continue to build its relationship with Del Pacifico as a potential case study for industry application.

### *Peru*

Sociedad Peruana de Derecho Ambiental (Peruvian Society of Environmental Law, or SPDA) is a nonprofit dedicated to promoting environmental policies and legislation in Peru. After SALT's presentation of the Principles at the Iberostar Alignment Meeting (see section 3.4.3), SALT was approached by SPDA to discuss collaboration. SALT met with Bruno Monteferrri to discuss SPDA's work on both responsible seafood in domestic markets and on passing new or reformed legislation for fisheries. SPDA noted it is currently working to reform sanitation guidelines, which is a potential avenue to strengthen traceability laws, but further technical capacity is needed to understand: (1) what must be legally in place versus what might be achieved through incentives, and (2) what parties should be responsible for what aspects of any new legal mandates to make them effective. As part of the regulatory process, SPDA must complete a cost-benefit analysis to provide technical justification for proposed regulation changes. SALT noted that the guidance in the Principles, the Benefits Evaluation Framework, and SALT's previous engagement on overcoming barriers (see section 3.5.3) could be valuable resources in SPDA's efforts. SALT will continue to engage with SPDA in Year 6 to determine how the Principles and associated guidance could be applied to support its legislative objectives, as well as how SPDA could serve as a case study for Principles application.

### ***Other Regions/Stakeholders***

### *FAO Blue Ports Initiative*

SALT maintained its relationship with FAO and the Blue Ports Initiative in Year 5 through monthly calls to identify opportunities for collaboration. SALT was invited to speak November and December 2022 at *FAO's Enhancing Traceability at Blue Fishing Ports: BPI capacity building programme and training* in. The presentation will reinforce the role of blue fishing ports in enhancing traceability for sustainable seafood value chains by (1) increasing knowledge about traceability tools; (2) reviewing the main challenges that ports are addressing; (3) exchanging ideas about good practices; (4) strengthening links among participants; and (5) providing guidance from the main conclusions and contributions. Participants will be drawn from national port authorities, with a recommendation of one representative per port. (See also 3.3.2.)

### *Indonesia*

SALT was invited to participate in First Movers Forum on eCDT and EM in Indonesia's tuna fisheries. However, in Year 5, the First Movers Forum meetings were conducted in Bahasa, so SALT's ability to contribute was limited. SALT offered to develop a Traceability 101 video for Forum members, but the group has not yet moved forward on this concept. SALT will remain open to providing high-level technical assistance for leveraging the Principles and Pathway in Indonesia.

### *Canada*

SALT has continued to periodically connect with the Ecology Action Centre (EAC), which submitted a coordinated response to the Canadian government's Boat-to-Plate program. The Canadian government released a "[What We Heard](#)" report, which incorporated the feedback from the EAC/Seachoice workshop that FishWise and SALT attended in Year 4. The report highlighted the importance of traceability, counter-IUU efforts, and alignment with current data standards and guidance. SALT leveraged this connection to ask about current counter-IUU policies in place that can be added to the updated Seascope Map (see section 3.2.2). In Year 6, SALT will add relevant policies to the Seascope Map and will continue to ask EAC members for updates on Canada's development of their traceability program and its Blue Economy Strategy. New SALT resources in Year 6, such as the upcoming checklist for governments to achieve lasting and scalable seafood traceability (see section 3.5.3), may be relevant guidance for the design and implementation of Canada's traceability efforts.

### 3.6.2. eCDT Systems Incorporating Principles

Indicator	Target	Result
6.2) # of new or existing eCDT systems that incorporate the Principles during the duration of SALT (disaggregated by region)	LOP: 3	Year 5: 4 LOP: 5

SALT originally proposed two applications of the Principles, but within another year the goal was set to three. Over the life of the project, SALT has engaged five efforts that have incorporated the Comprehensive eCDT Principles into new or existing eCDT systems. This includes efforts in Tanzania, Vietnam, Peru, and two in Mexico that took different approaches. Year 5 saw the continuation of this country-based and regional engagement with local partners.

#### ***Tanzania (Ministry of Livestock and Fisheries/Aqua-Farms Organization)***

The Tanzanian Fisheries Department at the Ministry of Livestock and Fisheries (MLF) participated in the SALT Consultative Committee to develop the [Comprehensive Traceability Principles](#), a set of guidelines and best practices to follow when designing an electronic catch documentation and traceability program. Based on the Government of Tanzania's involvement in the Principles development and its interest in applying them, Tanzania was selected for Principles application, at Kilwa's octopus fishery. A joint memorandum of understanding was signed between SALT and MLF in Year 5 to make the initial application of the Traceability Principles in Tanzania a demonstration project for worldwide learning. [Aqua-Farms Organization](#) (AFO), a Tanzanian NGO established in 2017, was hired by SALT to implement project activities in the octopus fishery, in coordination with senior technical advisor Yahya Mgawe.

In Tanzania, octopus is an important artisanal fishery for the economy and the livelihoods of coastal communities<sup>6</sup>. It is vulnerable to overfishing due to insufficient enforcement, minimal control mechanisms, and a growing demand in local and international markets. Although the Kilwa octopus fishery has been data deficient, undermining management efforts, there are now efforts to collect paper based traceability data that is sent to district fisheries officers. MLF, USAID, and SALT all agreed it would be a pilot area to support broad conservation and livelihood goals.

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<sup>6</sup> Blue Ventures, [The status of octopus fisheries in the Western Indian Ocean](#) (2016)

The project has a social component, too, since SALT and the Government of Tanzania will seek to use it to help empower underrepresented groups, such as youth, 35 years of age and younger, and women, in the design and initiation of the traceability program, starting with the co-design of a comprehensive eCDT strategy.

Prior to the co-design event, an introductory webinar, stakeholder mapping, and gap analysis were undertaken to inform the event design and introduce this project. The [introductory webinar](#) on the application of the Comprehensive Electronic Traceability Principles and Pathway in the Kilwa octopus fishery was held in February 2022, with 77 participants from within and outside of Tanzania, including government representatives.

Following the webinar, AFO conducted a stakeholder mapping exercise in which various stakeholders involved in the octopus fishery were evaluated on their role and influence in the octopus fishery. To complete this mapping, AFO hosted workshops, one virtually (April 4, 2022) and one in person at its office (March 25, 2022). AFO traveled to Kilwa to reach stakeholders who would not be able to travel to Dar es Salaam or engage in an online event (April 24–30, 2022). The stakeholders included in the mapping exercise are from all nodes of the octopus supply chain, including fishers (men and women), skippers, boat owners, agents (independent and from companies), transporters, processors, and exporting companies. AFO engaged 72 stakeholders during the stakeholder mapping activities, 25 of whom self-identified as women.



*USAID, SALT, AFO Meet at the AFO Office*

AFO's gap analysis documented the current traceability system in Tanzania and produced recommendations for the future comprehensive electronic traceability system. This assessment found that Tanzania uses a combination of both paper and electronic systems for fishery data collection. The Beach Management Units (BMUs) record data 10 days per month on paper, then enter that data into an electronic system called the eCAS. Processors, for instance, have their own data collection system for trading purposes, using electronic (Excel files) and paper-based accounting in order to monitor the quality of exported octopus products. Work is needed to streamline these data collection efforts, minimize repetition to ease compliance, and build capacity to make sure quality data is collected, shared, and validated throughout the supply chain.

The AFO and SALT team also moderated an in-person panel discussion at the Second Annual Scientific Fisheries Research conference with the project's technical advisor, Yahya Mgawe; senior researcher at TAFIRI, Bigeyo Kuboja; a representative from SALT; and representatives from MLF, Jovice Mkuchu and Melkizedeck Koddy. The panel discussion demonstrated the Tanzanian government's commitment to improving octopus traceability. The panel discussion was used to find out from panelists and audience members about their biggest traceability challenges, opportunities, and successes.

In July 2022, SALT visited the AFO offices for a series of meetings culminating in a full day co-design planning committee meeting with USAID, MLF, AFO, and SALT. These key partners named specific stakeholder groups vital to the success of the strategy development and future implementation, and talked about the sustainability of the strategy once SALT ends in September 2023. AFO and SALT used feedback from this group to plan for the September co-design event.

“Co-creating an Electronic Traceability Strategy for the Kilwa Octopus Fishery” was held in Dar es Salaam from September 19–21, 2022, designed with the whole system in the room (WSR) workshop principles.<sup>7</sup> WSR is a technique for involving the social system related to an issue in a change process that it owns and shapes. It provides a forum where diverse stakeholder groups can:

- Develop a common vision about the issue.
- Analyze the current reality and decide what needs to change.
- Generate ideas about how and what to change.

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<sup>7</sup> Copyright 2004 by [Future Search](#) Network, A Program of Resources for Human Development, Inc.

- Commit to short-term (three months) and long-term (three years) implementation plans towards the common vision.

Relevant participatory sessions were created to achieve the event's goal: to co-design the comprehensive eCDT strategy for the octopus fishery in Kilwa District grounded in the eCDT Principles & Pathway. The objectives of the meeting were to:

1. Create a shared understanding of eCDT and its importance to the octopus fishery in the Kilwa District.
2. Create a shared vision for this eCDT system.
3. Identify goals and priorities for this system.
4. Build an eCDT network that can continue to implement the strategy for this fishery.
5. Ensure that stakeholders understand their role in the eCDT implementation and commit to short term (3 month) and long term (3 year) collaborative actions to continue the traceability work in Kilwa.



The Honorable Mashimba Mashauri Ndaki, Minister of Livestock and Fisheries (MLF), opened the event with a keynote address to 103 participants including fishers, beach management unit (BMU) representatives, central, regional, and local government, academia, industry, funders, and NGOs. The event was widely publicized via television, print, and online media in Tanzania.

In Year 6, AFO, in collaboration with SALT, will develop a report of the key findings from the meeting (in English and Swahili) that will inform the final strategy. AFO will host a validation and dissemination workshop where stakeholders will be invited to provide reactions and further input on the developed strategy. After the strategy is finalized, in March 2023, the partners will seek support outside of SALT to pilot the comprehensive eCDT implementation strategy in the octopus fishery to maximize its social, ecological and economic benefits. SALT will apply lessons from the Tanzanian Principles application to improve the Comprehensive Traceability Principles and Pathway for future users across the globe.



## ***Vietnam (MCD and VINATUNA)***

From 2019 to 2021, SALT worked with the Center for Marinelife Conservation and Community Development (MCD) through SALT's small grantee program (see section 3.3.3). At the end of the program, MCD hosted a final multi-stakeholder national consultative workshop in collaboration with DFish. During the workshop, DFish Director-General Tran Dinh Luan affirmed that electronic traceability is essential for Vietnam's seafood supply chains. As a first step, DFish plans to issue "The National Standards for e-Logbook Guidance for the eCDT System" by the end of 2022, which provides a framework for e-Logbook implementation.

To leverage this momentum, SALT decided to continue working in Vietnam in Year 5. Considering SALT's target audience (government of seafood producing country and the seafood industry), SALT decided that the work would be best filled by offering a contract to both MCD, because of its extensive experience and established relationships with DFish and the government of Vietnam, and the Vietnam Tuna Association (VINATUNA), because of its knowledge and experience working with industry. The two groups had worked together before and knew their strengths could complement each other.

Because the government's focus for 2022 was to develop and issue "The National Standards for e-Logbook Guidance for the eCDT System," SALT and its local partners decided to prepare and present "Beyond e-Logbook Strategy" to continue encouraging the government to implement electronic traceability beyond the point of catch to improve the transparency of seafood supply chains. MCD and VINATUNA were to conduct the following activities in Year 5:

1. **Gap Analysis**

This analysis identifies traceability gaps, issues, barriers, and opportunities in the current Vietnamese traceability program from ecological, social, and economic standpoints.

2. **Seafood Traceability Dialogue**

A multi-stakeholder dialogue on seafood traceability in Binh Dinh Province held to discuss the key findings from the gap analysis and to socialize the Traceability Principles, providing important feedback from local government and industry stakeholders for the "Beyond e-Logbook Strategy."

MCD had not received the government approval needed to start the work before the end of September. MCD said the delay was due to a slower review process than usual by VUSTA (the permitting authority) because other Vietnamese groups were out of compliance with paperwork, slowing the entire process down. MCD had started a conversation with DFish for the roundtable dialogues and received its full support, so it is now waiting for approval from

VUSTA to start planning the roundtable dialogues that SALT would need to endorse. VINATUNA had been contacting processors in Binh Dinh province to identify who would attend the meeting once planned.

In addition to finalizing those pieces, MCD, with support from VINATUNA, will develop the "Beyond e-Logbook Strategy" in Year 6, and organize a final national workshop to present the strategy to the government.

### ***Peru (SANIPES)***

Peru has interest in traceability programs from many different groups (foundations, NGOs, technology providers, and government agencies). This widespread and diverse interest has resulted in what some have dubbed a patchwork of traceability efforts across the country. An initial Council Fire assessment determined the need to coordinate regional efforts to create a more aligned and comprehensive traceability program. SALT committed to supporting the ongoing traceability work in Peru by: (1) fostering connections to collaborate and share learning, and (2) providing technical assistance to encourage the application of the Principles and Pathway. There are two primary Peruvian government agencies through which SALT's partners work, SANIPES and PRODUCE.

One of the government agencies creating a traceability program in Peru is the Ministry of Production (PRODUCE). In Year 5, SALT was slated to work alongside NGOs in Peru as part of an interoperability working group to help establish guidelines for PRODUCE as part of its work on SITRAPESCA, the mobile version of its virtual platform that records fishing activities. However, progress of the working group became unclear following the government turnover after elections, and the primary channel for forward movement seems to be collaborations between WWF Peru and PRODUCE related to interoperability with SITRAPESCA.

SANIPES is Peru's national fisheries health organization. In Year 4, SANIPES expressed interest in creating a traceability program to better track the health and safety of seafood. It hired consultants to conduct a "Sector Situational Analyses" to evaluate traceability readiness in Peru. These consultants reached out to SALT after hearing about the Principles and Pathway and expressed interest in modifying the Pathway to create a road map to traceability implementation for SANIPES. SALT supported their work by answering technical questions, providing resources, hosting additional meetings, and connecting them with other traceability experts in Peru. SANIPES also crafted a gap analysis, comparing every step of the Pathway to the Principles to its plan, highlighting where its plan and the Pathway did not align and identifying what actions would better incorporate the Principles.

In Year 5, SALT met with SANIPES to discuss the gap analysis and identify four areas for potential SALT support:

1. Application of the Benefits Evaluator for Seafood Traceability  
SANIPES identified the need for a cost-benefit analysis in 2022, and SALT saw that the Benefits Evaluation Framework would be useful in this analysis, as well as to help SANIPES identify its own comprehensive (ecological, social, and economic) objectives for traceability in the context of the Interoperability Working Group.
2. Risk assessment  
Risk assessment for both traceability and social responsibility was one of the weak areas of SANIPES's gap analysis that FishWise resources could bolster.
3. Stakeholder mapping  
Although SANIPES had done some stakeholder interviews, it needed to develop a directory, their role in the traceability model, and their participation.
4. Protections for workers  
The gap analysis was missing an assessment of the impact of collecting information on workers.

SALT offered to provide SANIPES connections with other stakeholders facing similar challenges from around the world, including experts in the Philippines and Indonesia (e.g., Farid Maruf, who has worked with SALT in the past). SALT and SANIPES also supported each other in virtual presentations; SANIPES served as a panelist at SALT's first LAC workshop, and SALT presented during one of the sessions of SANIPES's anniversary webinar series (see section 3.4.3).

Because two of the four potential support areas above involved human and labor rights issues, SALT, in conjunction with FishWise's social responsibility team behind the [Roadmap for Improving Seafood Ethics \(RISE\)](#), met with SANIPES to share RISE-based resources on human and labor rights that could be incorporated into SANIPES' inspection procedures.

Despite this momentum in the first quarter of Year 5, SALT's main point of contact with SANIPES left the agency early in Q2, another effect of the post-election government turnover. Relations slowed to a halt after this departure, despite attempts to engage new leadership. Other NGO collaborators in Peru reported similar levels of disengagement. This disruption stalled SALT's ability to continue with a full application of the Principles in Peru.

However, contact was reestablished with SANIPES in Q4 during a SALT trip to Lima, through SALT's new connection with Oceano Corporation, a holding company with several strategic production units across Peru. During an in-person meeting with the executive president and several directors of SANIPES, SALT reviewed the work it had previously done with SANIPES. During the meeting, several potential collaboration opportunities between SALT, SANIPES/the government of Peru, and Oceano Corp were identified, including:

1. Support for SANIPES/PRODUCE traceability work with the SALT Principles, which could be aided by SANIPES's offer to be SALT's internal sponsor with PRODUCE (which is well positioned to operationalize the government's traceability work via the SITRAPESCA app).
2. Guidance on human and labor rights in seafood supply chains.
3. Collaboration on SALT's Year 6 capacity-building events.
4. Collaboration on future USAID work.

In Year 6, SALT will continue to foster relations with SANIPES and PRODUCE where possible, balancing the agencies' needs for technical assistance with SALT's project closeout. SALT will continue to act as a facilitator and connector for stakeholders in Peru where appropriate, to encourage collaboration and avoid redundant efforts.

### ***Mexico (COBI)***

In Year 5, COBI used the Principles and Pathway in the design of its mobile application, PescaData. PescaData provides software as a service to fishers and fishing organizations in Mexico and is expanding to other countries in the LAC region. COBI prepared a report describing its use of the SALT Principles in the design of PescaData and invited SALT to review it. According to COBI, "PescaData fully considers 75% of the Principles in its design and implementation." Another 16% were partially considered. The report is a valuable case study in implementing the Principles in a real-world scenario. COBI intends to make PescaData interoperable with other traceability systems and expand the use of this technology throughout the region, starting in Honduras, Colombia, and Ecuador. SALT will continue collaborating with COBI in Year 6 to promote cooperation and provide a basic level of technical assistance to ensure the Principles and Pathway are implemented as fully and effectively as possible.

### ***Mexico (Smartfish/Oceana)***

The NGOs Oceana, CeDePesca, Smartfish, and EDF have been working with the Mexican government on a draft traceability standard and encouraging the government to pass the standard. Smartfish was able to leverage drafts of the Principles to guide its development of the federal traceability regulation. SALT heard valuable feedback from Smartfish: the Principles

proved helpful, and future Principles development should have more technical details (such as benefits, disadvantages, and risks for each kind of traceability system) to the extent possible. The government has been reluctant to pass the draft legislation for a variety of reasons, including the fact that the implementation details are uncertain. For example, CONAPESCA is in the process of determining how to build the software required.

Though progress has been stalled at the national level, Oceana, Smartfish, and their collaborators are presenting the traceability standard to the state-level government in the Yucatán. These stakeholders expressed interest in a regional event that would focus on specific challenges and obstacles to traceability implementation, which could be integrated into SALT's capacity-building event plans in Year 6. Oceana and Smartfish highlighted the role they would like SALT to play, which is to emphasize the following messages: (1) traceability is no longer a luxury, but a market requirement (even more than sustainability is), (2) traceability is feasible and possible to do, and (3) implementers must continue to move away from paper-based systems that are too easy to cheat.

Finally, SALT connected Oceana to Farid Maruf for cross-regional collaboration and Del Pacifico Seafood for further collaboration in the Yucatán.

### **3.7. Key Result 7: Lessons from SALT Products, Knowledge Shared, and the Community Have Raised Awareness and/or Informed Decision-making**

SALT's second and third strategic approaches, Knowledge for Action and Communication Management, influence this key result. This Key Result captures the applicability of SALT's knowledge products to the traceability work of the community by counting the times stakeholders independently share or use SALT products. Reporting on this indicator requires the SALT team to document individual instances of sharing, which is challenging data to collect. SALT will use a survey towards the end of the project to gain a more thorough understanding of how it has raised awareness and informed decision-making. During Year 5, SALT met and exceeded the LOP target of 40 recorded instances where the community shares, applies or uses, or appreciates SALT's knowledge products. SALT will continue to collect this information during Year 6 to best assess the impact of its knowledge products.

Indicator	Target	Result
7.3) # of recorded instances when SALT community members share, apply, or use SALT knowledge products and tools to inform their traceability work	LOP: 40	Year 5: 37 LOP: 56

SALT records use cases wherever possible to better demonstrate and understand the efficacy of its knowledge products. Use cases can be grouped into three categories:

1. **Appreciating SALT knowledge products** (i.e., anecdotal instances when SALT community members have expressed gratitude for SALT products).
2. **Sharing of SALT knowledge products** (i.e., when SALT community members share SALT products).
3. **Applying or incorporating SALT knowledge products** (i.e., users have applied a SALT knowledge product). Please note that applications of the Principles and Pathway are discussed within Key Result 6, above.

### 3.7.1. Examples of Appreciating SALT Knowledge Products

1. Jose Alvarez (WWF Peru) said he was in a meeting with reps from PRODUCE and they all said they were very impressed with the webinar SALT gave in September in Spanish on the Principles.
2. People at the National Fisheries Authority of Papua New Guinea appreciated SALT's resource library (Dive Deeper) and said it helped them to conduct desktop research on eCDT to export their product to the U.S.
3. Monica Medina, U.S. assistant secretary for Oceans and International Environmental and Scientific Affairs and Heidi Schuttenberg, senior coastal resources and biodiversity advisor at USAID, highlighted the relevance of SALT during an Environmental Justice Foundation (EFJ) webinar, "Addressing Illegal Fishing and Human Rights Abuses in China's Global Fleet."
4. EJF South Korea appreciated the Seafood Import Regulation Guide, stating that it is very helpful.
5. UNDP representative Jordanna Tennebaum shared a positive comment about SALT's UN Ocean Conference virtual side event on Twitter.
6. The opening ceremony of the Tanzania co-design event was featured on the local news and print media. It mentioned SALT and the Tanzania application project.

7. Cintia Miyaji from Paiche (Brazil NGO) talked about SALT and its relevance during her presentation in the Seafood Connect LatAM conference.
8. Greg Brown (new GDST executive director) mentioned SALT in his Boston panel: “The GDST and the ‘New Normal’ for Seafood Traceability.”
9. Monica Medina, U.S. assistant secretary of state for Oceans and International Environmental and Scientific Affairs, mentioned SALT in her session, “Increasing Transparency to Eradicate IUU Fishing and Deliver SDG 14” as one of the USG’s efforts, along with SIMP, to improve Trace and transparency.
10. Peruvian Society for Environmental Law/Sociedad Peruana de Derecho Ambiental (SPDA) praised SALT’s presentation on the Principles and Pathway, describing it as “clear and straightforward” during the Peru Alignment Meeting, where more than nine NGOs participated.

### **3.7.2. Examples of Community Sharing of SALT Knowledge Products**

1. Kristine Beran, from The Pew Charitable Trusts, shared SALT’s Tuna Supply Chain internally as Pew started developing its new 2022 RFMO project and Pew wanted to keep SALT in the loop.
2. GDST shared the Import Regulation guide with its team at WWF.
3. IPNLF asked about Japan’s new IUU regulation to share with stakeholders in Indonesia (First Mover Group).
4. Momo Kochen shared SALT resources during a panel for the Economist’s World Ocean Summit Asia-Pacific on small-scale fisheries and traceability.
5. The Center for Marinelifelife Conservation and Community Development (MCD), a Vietnamese NGO, presented the Traceability Principles to 40 stakeholders in Vietnam, including chair of Chief of the Directorate of Fisheries Tran Dinh Luan.
6. Jenny Kane from USAID shared SALT Principles with Global Reporting Initiative (GRI) and NORAD.
7. Jason Ko, from USAID Tanzania, shared SALT’s Tanzania webinar recording with his network.
8. Ethan Y. Lucas, FishWise’s Business Engagement team member, included a mention of SALT in the Q2 2022 HyVee supplier newsletter.
9. Katherine Maruia from Kiribati’s Ministry of Fisheries & Marine Resources Development shared SALT’s UN Ocean webinar recording with her colleagues and her supervisor.
10. Anne Zollner from the Department of Labor (ILAB) mentioned SALT in their panel, “Harnessing Public-Private Partnerships to Combat Forced Labor in the Seafood Sector.”

11. China Dialogue mentioned SALT in its [article](#), “How to Use Seafood Tracing Data?”
12. USAID’s “Conserving Fisheries and Fighting Corruption in Peru” [article](#) mentioned SALT as one of its projects to highlight USAID’s efforts to promote seafood traceability.
13. Seafood Legacy featured SALT and its products in its interview [article](#), “Cultural Differences Are Rich and Difficult— Chasing the Cross-Border Distribution of Marine Products (Part 1).”
14. FAO highlighted its collaboration with SALT in its [COFI brief](#), “Update of FAO’s Work on Traceability and the Voluntary Guidelines for Catch Documentation Schemes.”
15. USAID announced SALT’s one-year extension at the Our Ocean Conference 2022.

### **3.7.3. Examples of Applying or Incorporating SALT Knowledge Products**

1. Principles and Pathway: Stuart Fulton from COBI highlighted this resource’s importance for designing the Mobile Application: PescaData.
2. Seascape Map and Principles and Pathway: Philippe Cacaud, an ILO independent consultant, used information from SALT’s website and the Principles and Pathway to write a summary of technologies and activities used by FishWise to address labor rights abuses.
3. Principles and Pathway and SALT’s website: Future of Fish and WWF Peru used these products to guide a report on eCDTs. They used the SALT definition of traceability.
4. Principles and Pathway: Oceana used this resource to guide the seafood traceability standard being proposed to the Mexican government.
5. Principles and Pathway: Nazca Institute in Ecuador used these resources to inform its application to the GKC and its eCDT initiative.
6. Seafood Import Regulation Guide: This helped Hong Kong Sustainable Seafood Coalition (HKSSC) understand current import controls (globally, but focusing on the EU, U.S., and Japan) to put forth a proposal to the HK government.
7. Seafood Import Regulation Guide: Círculo de Políticas Ambientales in Argentina used this resource to learn about the requirements to export seafood into the U.S., EU, and Japan.
8. Tuna Supply Chain: Seafood Legacy is using this to educate its business partner about seafood traceability.
9. SALT Principles Presentation: EDF Mexico/Yucatán used this presentation in its workshop “Capacitaciones Yucatán, Trazabilidad en la Pesca” (EDF Traceability Dialogue in Yucatán) as part of its capacity-building initiative to promote seafood traceability in Yucatán Peninsula’s fisheries.



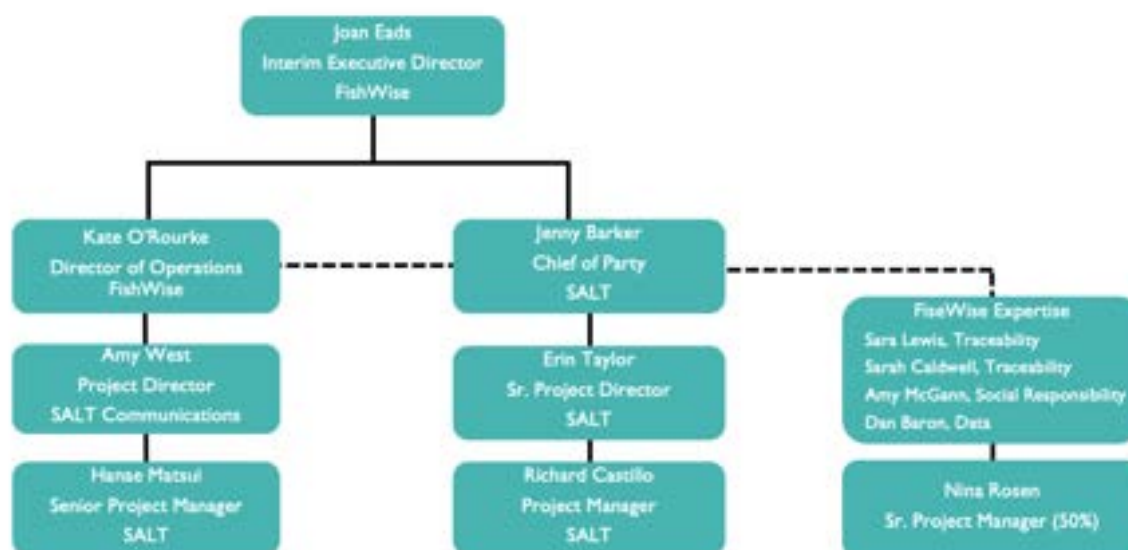
10. SALT's Bait to Plate infographic: Jack Cheney from FishWise's Business Engagement team, used this graph in a Traceability 101 training for FW's new business partner, Sushi Maru.
11. Drafts of the Principles: Smartfish used these when drafting federal traceability regulations in Mexico.
12. Tuna Supply Chain: Ethan Lucas from FishWise's Business Engagement team used this for a short presentation to HyVee to orient a new team member.

## 4. Governance and Project Management

### 4.1. Staffing

Management of staff and resources is an important part of implementing a USAID cooperative agreement. Operational compliance and staff management must be a priority. Jenny Barker, Kate O'Rourke, and Amy West are key personnel on the contract, with support from other FishWise staff, including the Traceability and Social Responsibility Division. The SALT team continued to use remote working systems to maintain continuity, since staff members work from California, Colorado, North Carolina, and Washington, DC. It relied on Google Shared Drive to organize the entire SALT project, the use of Zoho for customer relationship management software, Podio for procurement, and Zoom and Slack for staff communication.

**Figure 22: SALT Organizational Chart**



## 4.2. Governance

At the beginning of the project, SALT developed a governance and support structure to guide it. While the Co-Design Advisory Committee was a primary support in Year 1, the work of SALT was designed and guided by a Coordination Committee made up of representatives from FishWise, USAID, the David and Lucile Packard Foundation, the Gordon and Betty Moore Foundation, and the Walton Family Foundation. With USAID as lead for Coordination Committee meetings and efforts overall, FishWise has supported regular meetings. Coordination Committee members are part of the Advisory Committee as well. Members agreed that one meeting quarterly with all Committee members (Advisory and Coordination) was preferred.

The SALT USAID Agreement Officer Representative and the SALT team continue to have a strong, collaborative working relationship. There has been open and consistent dialogue to navigate challenging times (COVID) and keep a positive working relationship. A complete list of the Advisory Committee membership over the life of the project is included in Annex 3.

Participation on quarterly Advisory Committee calls is strong. All meetings are recorded so those in different time zones can stay in touch. The meetings consist of 50% reports from Advisory Committee members and 50% SALT updates. In Year 5, SALT hosted virtual Coordination & Advisory Committee Meetings in October 2021, February 2022, May 2022, and September 2022.

## 4.3. SALT Initial Environmental Examination

SALT amended the Initial Environmental Examination for the three small grant activities added to SALT's portfolio in Year 3. The updated IEE was approved by USAID on August 10, 2020. Most of the interventions under this activity—such as the development and provision of information, coordination among stakeholder groups, and capacity building—will not have a direct impact on the environment and thus are recommended for Categorical Exclusion pursuant to CFR 216.2(c)(2)(i) and CFT 216.2(c)(2)(iii).

For activities that have the potential to adversely impact the environment and community, a negative determination with conditions applies and requires that actions are taken to avoid,

minimize, and then, as a last resort mitigate, restore, rehabilitate, or compensate. All three small grants were given a negative environmental determination with conditions for SALT to follow through the remainder of the project.

The IEE was updated and approved again on July 28, 2022 for the Principles and Pathway application work in Tanzania and Vietnam, with a continued Categorical Exclusion.

## **4.4. Monitoring, Evaluation, and Learning**

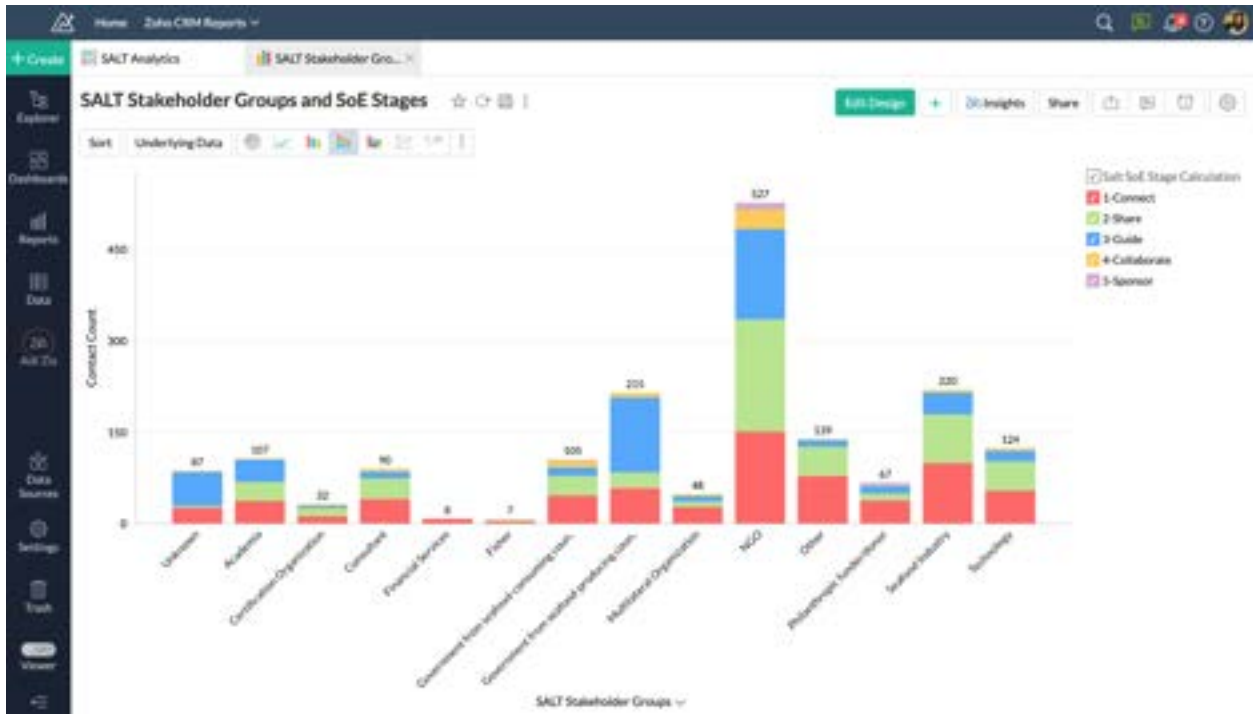
### **4.4.1. Indicators and Targets**

As per the contract, “FishWise must measure and report indicators to effectively communicate program results, learn from program activities, and apply evidence-based adaptive management. The USAID DDI/EEI Biodiversity Division recommends the use of custom indicators that measure key intermediate results. Custom indicators must be associated with the stated theory of change and will be developed during the co-design process.” Based on the SALT theory of change, FishWise will measure impact, quantitatively and qualitatively; monitor results; learn from experience; and apply evidence to adapt program implementation over the life of the project (see Annex 1 and 2).

### **4.4.2. MEL Automation**

In Year 5, SALT made a significant improvement in its Monitoring, Evaluation and Learning (MEL) tracking process. SALT has been monitoring stakeholders' Spectrum of Engagement (SoE) by using Zoho, FishWise's customer relationship management software. In previous years, SALT staff exported these data from Zoho and analyzed the information manually, on spreadsheets. In Year 5, with support from FishWise's Data Division, SALT established a dashboard on the Zoho platform where staff can access, monitor, and analyze SoE-related performance indicators in real time (see example in Figure 23).

Figure 23: Sample Zoho Dashboard Views



### 4.4.3. Learning in Year 5

Since learning is a primary focus of SALT—to create, share, and manage knowledge with the hope that it will be internalized by the SALT community and applied to traceability work—the team feels it is important to apply learning to internal activities.

### ***Team Reflection Practices***

As noted in prior reports, after major deliverables (e.g., following the launch of the Comprehensive Principles), SALT has used After Action Reviews (AAR) to evaluate what went well, what did not go well, and what the team could change. The AAR tool is now being leveraged across FishWise, beyond just the SALT team, to guide organizational learning.

SALT staff members have participated in monthly Reflection and Connection meetings, designed to build relationships, evaluate the ways the team works, and identify opportunities for improvement. Topics for internal learning in Year 5 included:

- FishWise’s strategy and how it connects to SALT/Traceability Division work (explored through a FishWise At-Sea Transshipment Protocol Review, one of FishWise’s business engagement services).
- An evaluation of the Reflection and Connection meeting approach.
- Differences in how we learn.
- How downtime can spark creativity.
- How to market SALT’s legacy.

In April, the SALT team conducted a mid-year Pause and Reflect to discuss how the team is working. Prior to the Pause and Reflect, SALT staff members were consulted on priorities for the meeting. These included better understanding the connections between individual scopes of work and the overall work plan, checking in on the status of work streams, and how to use time effectively, since many FishWise staff work part time on SALT. To address these priorities, SALT focused on reevaluating the project RACI framework (responsible, accountable, consulted, and informed), which proved valuable, given staff loss and reassignment of duties in Year 5. This Pause and Reflect helped to clarify project staffing across work streams and identify where work streams were on track or needed extra attention.

In July, SALT conducted a full-day, in-person staff retreat. The retreat, the first time the full team met in person since the beginning of the COVID-19 pandemic, was an opportunity to collate project learning and identify priority stories and lessons to highlight in Year 6. SALT followed up on the ideas discussed at the retreat during a Reflect and Connect meeting in August. It also

revisited lessons from Year 4 to gauge how well the project has built on what has been learned. These reflections are expanded upon in section 4.4.4 and listed in the table below.

**Table 11. Life of Project Lessons Identified to Date**

Theme	Takeaway
<b>Principles</b>	<ul style="list-style-type: none"> <li>Principles have proven to be a valuable product, but there may be some limitations to learning, as SALT will not be able to complete a full cycle of application prior to project end.</li> </ul>
<b>Codesign</b>	<ul style="list-style-type: none"> <li>There is strong commitment from some of the original SALT stakeholders from the beginning of the project, which is a positive outcome of the codesign process.</li> <li>Asking stakeholders what their needs are and then delivering on solutions to those needs is effective. To successfully implement traceability, organizations need to start with people, not technology.</li> </ul>
<b>SALT Role</b>	<ul style="list-style-type: none"> <li>Setting clear boundaries early around the project's scope is important. SALT had to be clear about what could and could not be done to stakeholders, and say "no" when opportunities arose that did not align with the set scope. This became tricky with respect to SALT's ability to provide financial support related to the small grants program in previous years.</li> <li>Leading from behind and being the backbone organization is important. Simplifying and consolidating information is a powerful tool for changing minds. SALT has been able to gain standing in its convener role, becoming a respected and trusted voice.</li> </ul>
<b>MEL</b>	<ul style="list-style-type: none"> <li>There were several products or efforts developed earlier in the project that had not previously been reported on, but that were relevant to the spirit and definition of the indicators. These efforts have now been included in the MEL accounting for Year 5.</li> </ul>
<b>Gaps</b>	<ul style="list-style-type: none"> <li>In the traceability space broadly, there are persistent open questions that feel not fully answered by the community (e.g., regarding the economic value of traceability), though reasons behind this irresolvability are not fully known.</li> </ul>
<b>Timing</b>	<ul style="list-style-type: none"> <li>SALT was formed at the right time. Given growing political momentum, the rise of GDST, and developments related to import policies in the EU, U.S., and Japan, SALT was able to benefit from and contribute to action and attention for traceability.</li> <li>The timeline for traceability data actually informing fisheries management (and realizing the full SALT results chain) is extremely long, and it will take years for the project's full impact to be felt.</li> </ul>
<b>Global Lens</b>	<ul style="list-style-type: none"> <li>Every country has similar challenges in developing and implementing eCDT programs, with slightly different cultural contexts and timelines, which reinforces the need for a body like SALT. Governments must be able to talk to and learn from each other.</li> </ul>

The learning questions featured in the SALT MEL Plan will be addressed at the end of the project as SALT conducts a survey to determine the ways in which participants received and used information, and how they engaged with SALT over the life of the program.

### ***Building Internal Expertise***

SALT has continued to increase its staff and staff member expertise. In Year 5, SALT hired Project Manager Richard Castillo, who has experience with small-scale fisheries, marine governance, and illegal fishing research in the LAC region. FishWise Senior Project Director Erin Taylor joined the SALT team as a 75% FTE; Taylor brings extensive experience consulting for industry audiences on holistic sustainability and is able to provide strategic support for better integrating FishWise and SALT. SALT also called upon the experts within FishWise for its social responsibility work. These experts were also used for the Labor KDE work and the *A Dash of SALT* podcast (see 3.4.2 and 3.5.3).

In Year 5, SALT also leveraged external consultancies to bring needed expertise and bolster the team's capacity: consultants to help with translations, in-country advising, and facilitation; a firm that specialized in traceability for a new knowledge product (see 3.5.3); a copyeditor, and a graphic designer and web developer.

### ***Pandemic Remnants***

The SALT team continues to face challenges associated with conducting international work during a global pandemic. The shift to virtual events has allowed the team to attend a more diverse set of conferences and invite broader networks to SALT's product launches. See section 1.4. for more information on COVID-19 adaptations.

## **4.4.4. Challenges and Adaptive Management**

### ***Clarifying SALT's Role Among Existing Traceability Efforts***

In previous years, SALT observed that many stakeholders had difficulty understanding what role SALT plays in the traceability space. In response, SALT shared talking points, one-pagers, and tailored web content to clarify its approach as a collaboration and knowledge-sharing network. Following the launch of the Comprehensive Traceability Principles and Pathway, it also became evident that having a clear product and associated materials makes communicating about SALT

and its value proposition easier. As the majority of the project is now grounded in the Principles application, and this product has become a major directive force for pushing comprehensive eCDT.

Given the technical expertise SALT has provided around the Principles, a new challenge has arisen in how to distinguish SALT from FishWise's regular fee-for-service traceability offerings when engaging industry audiences., SALT will explore how to delineate this further in Year 6.

Ultimately, SALT noted a decrease in confusion around SALT's purpose and scope in Year 4, and this trend continued in Year 5. SALT has even observed stakeholders developing their own materials (e.g., FAQs) that include preemptive talking points to distinguish their initiatives from SALT. It is clear that an effective project requires both coordination and learning in tandem with tangible outputs.

### ***Limited Engagement with Host Country Governments and Industry Actors***

SALT has traditionally struggled with engaging as many industry and government representatives as it has engaged on the NGO side, though improvements have been noted, and Year 5 saw some of SALT's highest levels of government engagement to date. SALT fostered direct connections with the Tanzanian Fisheries Department at the Ministry of Livestock and Fisheries (MLF) as well as with SANIPES (Peru's national fisheries health organization) to collaborate on the application of the Principles and Pathway (see section 3.6.2). SALT organized two workshops promoting electronic seafood traceability to combat IUU fishing in the LAC region where over 40% of participants were government representatives in each session. SALT's global presentations were focused on events where the audience included government officials, such as the UN Ocean Conference.

Rather than identifying a target list of countries or companies to engage, SALT has prioritized working with the audiences that were consistently showing interest in SALT's work and participating in SALT events. Working with this "coalition of the willing" has been an effective way to maximize buy-in and, ultimately, project success.

SALT had to prioritize engaging government audiences over industry audiences in some cases, as this is where many bottlenecks exist for traceability implementation, and because there are a number of existing industry associations that conduct traceability work in various forms. However, in Year 5, SALT started to make inroads with industry audiences, especially with the Principles as a tangible product around which to communicate. Year 5 connections with



industry include:

- Collaboration with the Vietnam Tuna Association (VINATUNA) for the Principles application work in Vietnam (see 3.6.2).
- Survey of industry audiences to inform the U.S. Retail Traceability Trends (see 3.4.4).
- Presentation of the Comprehensive Principles at the Live Blue Convention 2022, hosted by Del Pacifico, a wild shrimp producer operating in Mexico (see 3.3.2, 3.4.3, 3.6.1).
- Support for Iberostar Group’s alignment meeting in Peru and presentation of the Comprehensive Principles there(see 3.3.2, 3.4.3). Iberostar is also a SALT Advisory Committee member (see Annex 3).
- Continued work with key industry associations such as GDST (see 3.3.2).
- Exploration of how the Principles and Pathway can be tailored to an industry audience, including preliminary conversations with industry members (e.g., Del Pacifico) about how the Principles could be applied to company traceability strategies.

In Year 6, SALT will continue to strengthen both its government and industry outreach, especially as it pertains to aligning with FishWise’s organizational strategies regarding direct supply chain engagement and collective industry engagement.

### ***Unique Challenges with SALT’s Target Audience***

SALT’s target audiences—seafood producing country governments—present their own unique challenges. Firstly, they are typically difficult to reach without an in-country presence. Secondly, with any major government election (even if the same party remains in power) there will be turnover at the leadership level. In Year 5, SALT felt the impact of government turnover as it attempted to engage with governments in the LAC region. In Peru in particular, progress for engaging government officials to apply the Principles stalled completely. SALT and other local partners had very little communication after one of the main points of contact left the government agency with which SALT was working (see 3.6.2).

SALT has leveraged its local and field-based NGO and industry partners to help make contact with government representatives in different countries. As restrictions related to the COVID-19 pandemic continue to lift, SALT has prioritized in-person engagement, which has proven helpful for reigniting momentum with government audiences (such as in Peru, with SANIPES).

## 4.5. Gender and Social Inclusion and SALT Year 5

SALT endeavors to include all voices in SALT processes and work—especially those disenfranchised by categories like gender, race, ethnicity, and disability. SALT works to integrate gender considerations into its program activities and to raise the visibility of women’s roles in global eCDT efforts.

SALT continued to collect optional gender information from the SALT community in surveys and event registrations. This volunteered information allows SALT to better analyze the engagement of all genders by disaggregating activities (e.g., workshop attendees) by gender. The sample size of volunteered gender information grew from 274 to 678 between Year 4 and Year 5 (see Figure 11). Although only 36% of the SALT community volunteered gender information, the relatively even representation and inclusion of other gender identities (i.e., transgender, nonbinary, and other) supports SALT’s ongoing efforts to support inclusion of all genders. Encouragingly, the gender balance stayed relatively even throughout most of the SoE stages (see Figure 12).

SALT also endeavors to raise awareness about gender and social inclusion in eCDT via its online activities. Dive Deeper, SALT’s online traceability resource repository, features a “gender” category, which includes resources and stories about the relationship between gender and traceability in seafood. At the end of Year 5, SALT had 31 resources included in this category. SALT has also included resources on Dive Deeper that are intended to encourage and support social inclusion of many groups in the design and implementation of traceability systems. These resources can be primarily found in the Human & Labor Rights subtopic in the topic menu.

SALT has endeavored to integrate gender considerations into its application of the Principles and Pathway with producer country governments. For example, SALT selected the Kilwa octopus fishery for application in Tanzania in part due to women’s role in that fishery (see section 3.6.2).

## 4.6. Foundation Leveraged Funds

SALT defines leverage as the impact on foundation programming rather than dollars of foundation funding contributed. On an annual basis foundation partners, Walton, Packard, and Moore, complete the SALT GDA leverage report, identifying the amount of money spent on foundation funded work that has at least one of six pre-identified linkages with SALT work. On

occasion linkages not listed below are considered for leverage on a case-by-case basis. The linkages are:

1. Using SALT relationships to accomplish work
2. Using SALT knowledge platform for efficiencies
3. Contributing to SALT's knowledge resources
4. Applying and/or uptaking SALT knowledge resources
5. On the SALT Advisory Committee
6. Participated in SALT events

The additional \$1 million in funding secured for a SALT Year 6 increased the total leverage requirement for the GDA partners to \$6,292,018. FishWise documented \$18,226,381 in leveraged funds from the Packard, Moore, and Walton Family Foundations by the end of Year 5. As a result, SALT has significantly exceeded the GDA's overall 1:1 private sector leverage requirement over the life of the project. The Walton Family Foundation committed 1:1 leverage to fulfill the requirements of the SALT cooperative agreement. The total amount of leverage from Walton Family Foundation from Years 1 to 5 is \$11,676,581, exceeding the 1:1 leverage requirement for the life of the activity for Walton. Of note is the continued growth in leverage commitments from each GDA partner from Year 3 to 5. See [Annex 7: SALT Leverage Report](#) for more details, including the key leverage linkages to SALT.

**Table 12: GDA Partner Leverage**

GDA Partner	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
<b>Walton Family Foundation</b>	\$ 1,595,000	\$900,000	\$1,447,500	\$2,948,500	\$4,785,581	<b>\$11,676,581</b>
<b>Packard Foundation</b>	-	\$275,000	\$1,420,000	\$1,588,500	\$1,916,300	<b>\$5,199,800</b>
<b>Moore Foundation</b>	-	\$100,000	\$125,000	\$375,000	\$750,000	<b>\$1,350,000</b>
<b>TOTAL</b>	<b>\$1,595,000</b>	<b>\$1,275,000</b>	<b>\$2,992,500</b>	<b>\$4,912,000</b>	<b>\$7,451,881</b>	<b>\$18,226,381</b>

### 4.6.1. Cost Sharing

The SALT cooperative agreement does not have a cost sharing requirement. However, FishWise recognizes the value of cost sharing to help sustain a robust program in Years 3–6. In Year 1, FishWise received \$25,000 in funding from the Walton Family Foundation to support travel to SALT meetings for members of underrepresented groups.

SALT included cost share in its call for small grants in Year 3. As a result, the grantees provided \$14,000 in cost share to SALT. In Year 5, SALT's local partner in Vietnam, MCD, provided \$3,000 in cost share.

## 4.7. Sustainability Plan

In Year 5, SALT revisited its sustainability plan, since a year extension was granted. Given the work that SALT has done, the team wants to ensure that its tools, products, and networks have strong potential for use in the future.

SALT asked the Coordination Committee for input on how to move forward after Year 6. It included questions about the future of SALT and a clarification on products and services available. SALT highlights continuing strong demand in LAC, Africa, and Asia. Questions included:

- Do you have interest in supporting all of SALT, for maintenance of tools and resources and applying the Principles? This would likely be a "slimmer" version of SALT.
- Do you have interest in maintaining the SALT website with tools like the Seascope Map and the Resource Hub to keep the information up-to-date?
- Do you have interest in supporting the Traceability Principles and Pathway to use in the field and to be responsive to governments?
- Do you have programs or partners to consider for transitioning the field work in Tanzania and Vietnam? We have specific ideas and are working with local partners in each place but we'd like to hear if you have additional suggestions.
- Is there a combination of these areas that interest you? Which ones?
- If not you—who? We know FAO likes our tools but assuming responsibility and ownership is unlikely, given the complexity of the organization. We are talking to new USAID projects about their use of different products. We are in talks with GDST about its potential use. Do you have projects or partners who would want to carry SALT forward?

SALT offered to do a Transition Assessment Table or Plan to help those who might be interested in taking it on so we can be clear about the opportunities. Exploratory conversations were held throughout the year with GDST, FAO, other interested organizations, and foundation partners, though no formalized commitments about the transfer of specific products and services were made. Given the momentum of the Principles and to ensure the work is carried forward, FishWise will consider how to integrate SALT work into the broader organization's

strategy, including how to strengthen the intersection of human rights and traceability through integration of SALT with FishWise's Roadmap for Improving Seafood Ethics (RISE).

SALT devoted an Advisory Committee meeting to brainstorm what is most important to continue from the SALT project and who should be involved. There was positive feedback on the tools: the website with the Pathway and Principles, the Seascape Map, the original content, and so on. There was also strong interest in maintaining the network of individuals working on implementing traceability.

In Year 5, FishWise committed to identify ways to carry the essential work of SALT forward. More information on the plans for this work in Year 6 can be found in the work plan.

#### **4.7.1. USAID Biodiversity Code**

This project meets the USAID Biodiversity Code by setting an explicit objective that seeks to improve biodiversity conservation by reducing threats to marine biodiversity in the forms of IUU fishing and unsustainable fishing, as well as associated criminality. A reduction in these threats will improve marine biodiversity (including in biologically significant areas), food security, nutrition, fishing livelihoods, inclusive economic growth, cultural values, peace and security, and coastal protection. SALT was designed based on analysis of the drivers and threats to biodiversity, has a corresponding theory of change, and monitors indicators associated with that theory of change (see the [SALT MEL plan](#)).

Many of the site-based eCDT efforts from which SALT will capture and share learning are located in biologically significant areas. FishWise will make biodiversity a continuous theme at learning events and in SALT materials.