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SEAFOOD ALLIANCE FOR LEGALITY AND TRACEABILITY (SALT)
September 29, 2017 to September 28, 2022
YEAR 3 ANNUAL REPORT

SALT
SEAFOOD ALLIANCE FOR
LEGALITY & TRACEABILITY

USAID FROM THE AMERICAN PEOPLE · WALTON FAMILY FOUNDATION · the David & Lucile Packard FOUNDATION · GORDON AND BETTY MOORE FOUNDATION · FISH WISE

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1. Year 3 Executive Summary

1.1. 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 particular focus on traceability. It was formed through a Global Development Alliance (GDA) between the U.S. Agency for International Development (USAID) and the Walton Family, Packard, and Moore Foundations. SALT is implemented by FishWise.

By the end of Year 3, the SALT community has grown to more than 1,000 participants including experts from around the world, organizations like the United Nations Food and Agriculture Organization (FAO) and the International Union for Conservation of Nature (IUCN), and governments from the European Union (EU), Ghana, Indonesia, Japan, Tanzania, the United States (U.S.), and throughout Southeast Asia. The SALT community's breakdown includes 32% non-governmental organizations (NGOs), 17% 'Other' (primarily made up of consultant groups and trade associations), and 10% the seafood industry—one of SALT's key stakeholder groups—with representatives from seafood suppliers, processors, retailers, and fishers.

SALT's strategic approaches include network building for collaboration and learning, knowledge for action, and communication management. These include principles for "comprehensive" electronic catch documentation and traceability (eCDT) systems that address social, economic, and ecological goals, including fisheries management; identifying barriers and incentives for eCDT; and an online learning and knowledge sharing platform. SALT's knowledge platform had 5,000 unique visitors from 124 countries in its first year, more than 1,300 resources downloaded, and an average of 105 monthly views of the SALT Seascape which maps more than 200 efforts and companies working on seafood traceability globally.

SALT facilitated the collaborative development of two drafts of the Comprehensive eCDT Principles with 35 expert NGO, industry, and government stakeholders from 17 countries and began expanding its regional and country-based engagement to focus on knowledge acquisition and application of the Comprehensive eCDT Principles by seafood-producing developing country governments.

SALT developed knowledge products such as a popular five-part series on the challenges and solutions for seafood companies adopting eCDT, an interview-based story on gender and traceability work in the Philippines by the USAID Oceans and Fisheries Partnership, a video

Q&A with a traceability practitioner from Belize, and a blog on COVID-19 and seafood traceability. In FY20, SALT also launched a quarterly newsletter and monthly website round-up, which are distributed to more than 800 subscribers, in addition to social media engagement. SALT hosted the SALT Traps & Triumphs learning event featuring two all-women panels, which was attended by approximately 150 stakeholders, as well as presented on traceability, including linkages to labor and security, at seven global events such as the Center for Strategic and International Studies Second Annual Ocean Security Forum, Seafood 2030, the Tokyo Sustainable Seafood Symposium, a Korean Maritime Institute event, and the ICT4Fisheries workshop in South Africa. SALT also deepened its engagement with two seafood industry alliances, supporting the rollout of the Global Dialogue on Seafood Traceability's standards for key data elements and collaborating with the Global Tuna Alliance on a traceability toolkit.

In FY20, SALT awarded three small grants to support learning events and knowledge capture to inform Vietnam's National eCDT Guidelines and Roadmap and the Government of Indonesia's co-design of emerging eCDT technology, as well as the development of an evaluation framework for the benefits of eCDT systems.

When adjusting to the novel coronavirus disease 2019 (COVID-19), SALT turned its focus online and used its convening authority to support specialized sessions on the impact and opportunities of the pandemic.

1.2. Accomplishments

By the end of Year 3, stakeholder participation in the SALT community was tracked when someone signed up for the newsletter, attended a virtual event, reached out to SALT for specific traceability guidance, or submitted a contribution to the website.

SALT had several successes in the last year including:

- *Products:*
    a. *Comprehensive eCDT Principles Draft (two iterations)*
    b. *Overcoming Barriers Five-Part Series*
    c. *Philippines Gender Story*
    d. *Belize Video*
    e. *COVID-19 and Other Blogs*
    f. *Website Growth*
- *Events:*
    a. *Knowledge Capture in Philippines*
    b. *Traceability Traps & Triumphs Webinar Two-Part Series*

c. *Panelists on External Events including: Center for Strategic and International Studies (CSIS) Second Annual Ocean Security Forum, ICT4Fisheries in South Africa, USAID Roundtable on Private Sector Engagement in Organized Crime, Seafood 2030, and others*
- *Grant Awards for Three Partners*
- *Expanded Country-based and Regional Engagement*
- *Fully Staffing the SALT Team*

Table 1: Year 3 Achievements

SALT Strategic Approach & Tasks		Adapted Due to COVID-19
Network Building for Learning & Collaboration		
✓	WS1.1 Learning site selection and strategy	X
✓	WS1.2 Producer region learning and collaboration event	X
✓	WS1.3 "Fail Fest" learning events	X
✓	WS1.4 Establishing networks and forging partnership	X
Knowledge Capture & Creation		
✓	WS2.1: Maintenance and expansion of SALT library of eCDT resources and tools	
✓	WS2.2: ECDT principles	X
✓	WS2.3: Mapping the barriers and solutions to comprehensive eCDT adoption	
✓	WS2.4: ROI tools and reports on value of traceability	
✓	WS2.5: ECDT and electronic monitoring project	
✓	WS2.6: ECDT pilot knowledge capture & story	
✓	WS2.7: Event participation & capture	X

Communication & Information Management		
✓	WS3.1: Website management	
✓	WS3.2: SALT general communications	
✓	WS3.3: Tailored multimedia products	
Complete		
In Progress - On Target		
In Progress - Some Delays		
On Hold/Cancelled		

1.3. Lessons Learned

SALT had several opportunities to learn during intentional pause and reflect sessions throughout the year. Since Year 3 marks the midpoint of the project, SALT has both hit its stride and learned where it needs to adapt. Many of these changes are reflected in the Monitoring, Evaluation, and Learning (MEL) section but the highlights are:

- SALT's MEL plan and targets initially reflected a potential heavy focus on collaboration whereas the equally important element of knowledge management and learning was not as prominent and clear in the results chain.
- SALT's MEL indicator targets were also low based on conservative estimates of participation and traction for the project.
- The global pandemic response drove collaboration and engagement online. While challenging, this change also allowed for more participation at times.
- How to effectively manage a collaboration and learning project is a consistent theme for learning given the permanently adaptive nature of the work SALT is expected to do. Being strategic about planning work, but also being responsive to the changing SALT community's needs, continues to be important.
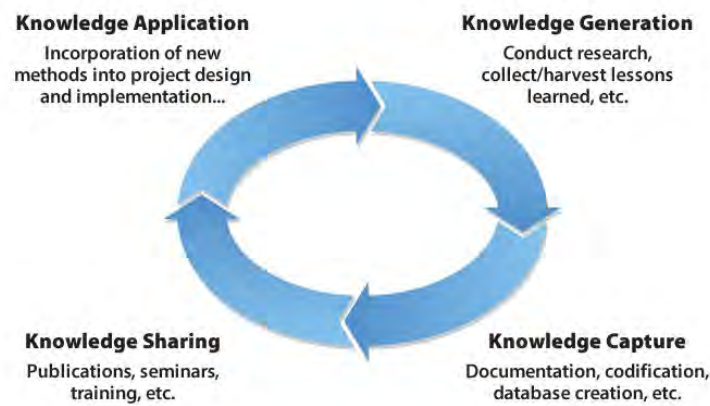
1.3.1. Pause & Reflect Shift

In June 2020, SALT held a mid-project Pause & Reflect process over three days supported through the Measuring Impact II (MI2) contract. Staff from SALT, FishWise, and the SALT

Coordination Committee participated in different parts of the event. With more than 20 participants, the objectives of the SALT Pause & Reflect were:

1. Reflect and thoughtfully discuss progress, gaps, and opportunities for SALT at its midpoint to inform adaptive management of SALT going forward
2. Revisit and validate what success looks like in 2022
3. Develop recommendations for adaptive management through strategic approach revisions, annual work planning, and MEL plan refinements
4. Build consensus on a post-SALT vision and sustainability strategies

SALT's approach to the theory of change has consistently been grounded in the knowledge management cycle, but now more specifically a knowledge management cycle with the following phases: knowledge generation, knowledge capture, knowledge dissemination and sharing, and knowledge application (Figure 1).

Figure 1: Knowledge Management Cycle

Knowledge Application
Incorporation of new methods into project design and implementation…

Knowledge Generation
Conduct research, collect/harvest lessons learned, etc.

Knowledge Sharing
Publications, seminars, training, etc.

Knowledge Capture
Documentation, codification, database creation, etc.

In mid-2020, not only did the SALT project approach its midpoint, but it also graduated in its evolution in the knowledge cycle. The first few years of SALT activities centered around the first three steps of the knowledge management cycle: generation, capture, and dissemination of traceability knowledge. For instance, primary activities from the first few years of SALT included co-design, original content development like the eCDT principles (generation), and creating the website and SALT Seascape (dissemination) — all activities grounded in the earlier stages of the knowledge management cycle. Now, the SALT project has shifted its key work to focus on facilitating stakeholder acquisition and application of the shared traceability information. This graduation to the latter part of the knowledge management cycle will be sustained for the final years of SALT.

Thus, at its midpoint SALT had the opportunity to 1) evaluate the efficacy of the results chain in the context of its shifted work scope, and 2) inform adaptive management for the duration of the project. SALT took this moment to reflect on SALT's successes and challenges, and highlight strengths and opportunities for improvement. Based on input gathered from funders, stakeholders, and SALT and FishWise staff during the Pause & Reflect, SALT made the decision to revise the results chain. By applying a knowledge management framework, SALT could better communicate the core of its work and more aptly visualize how its activities mapped to its theory of change.

SALT's results chain was reorganized to clearly demonstrate SALT's focus and better illustrate the intended theory of change, namely sustaining a dynamic community and knowledge management including knowledge acquisition and application. The wording from the original results chain was mostly maintained but restructured in a way that better reflects how SALT works and places more emphasis on knowledge sharing and collaboration (Figure 2; full-size PDF linked to in footnote 1). The updated results chain better reflects the knowledge management cycle and demonstrates the feedback relationship between the SALT community (the bottom grey arrow with people), and SALT's knowledge management activities (the cycle). Communication management is woven throughout the results chain.

Highlights of SALT's updated results chain include an emphasis on regional and country-focused engagement in service of the global community and determining that results related to seafood consuming countries are outside of SALT's manageable interest. As a result of these changes, SALT's key results were refined to ensure SALT captures the impact of the project (discussed further below in Table 7).

Figure 2: SALT'S Updated Results Chain for Years 4-5
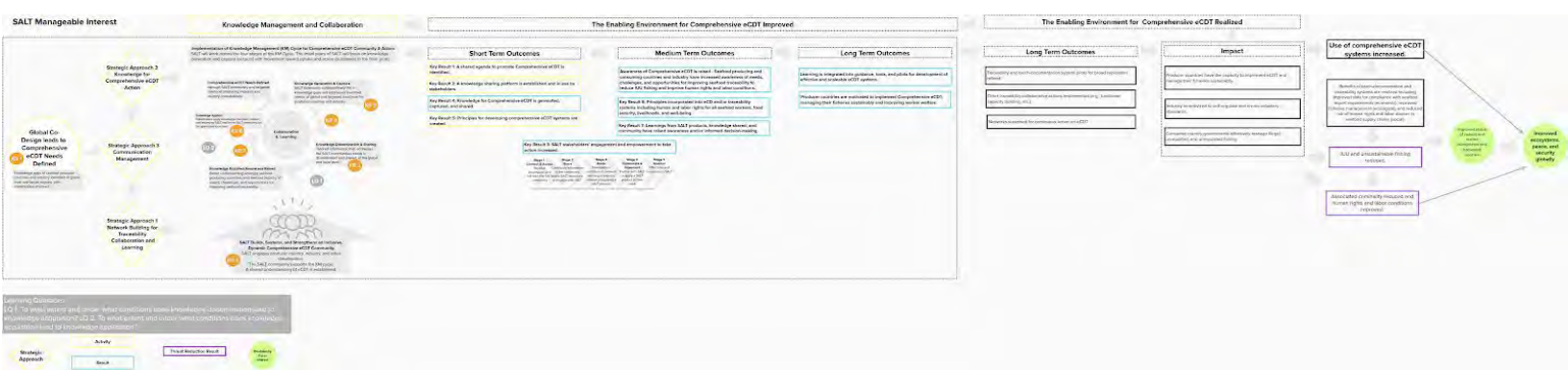
¹ SALT, Updated Results Chain for Years 4-5 (2020)

1.4. COVID-19 and Implementation

COVID-19 spread rapidly around the world causing a wide range of challenges felt globally. The challenges from this pandemic reverberated throughout the international seafood community and were felt by SALT. The need to address operational realities was necessary to limit the spread of COVID-19. Therefore, FishWise dedicated significant energy to projecting forward and making operational changes to uphold their duty of care and provide staff with a work environment that reflected this new reality. Consequently, SALT was fortunate to have an adaptive workforce, supportive leadership and funders, and the tools to respond with high-impact policies. This allowed SALT to maintain their workload, and to support the SALT community while being continuously adaptive and creative to the new ways of working. The impact of COVID-19 is still evolving and the prevention and treatment plans are under development, leaving remaining uncertainty. Due to the rapidly evolving environment that permeated most of Year 3, throughout the annual report planned activities that were delayed, restructured, or cancelled due to the unforeseen consequences of the current pandemic are described.

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 became effective 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 NGOs to accelerate learning 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 Walton Family, Packard, and Moore Foundations; and FishWise to create a global, multi-stakeholder network for collaboration and learning capable of accelerating innovation, and identifying and scaling 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 in order to achieve positive change. Addressing IUU fishing, associated labor and human rights abuses, and inadequate fisheries management will contribute to improving security, economic prosperity, and food security for the millions of people that depend on fisheries for their livelihoods. Helping fishers, governments, and enterprises to produce and trade in legal, sustainable, and labor-friendly products for global businesses is also a win-win for developing countries and American consumers, while sustaining biodiversity and putting developing countries on a path to self-reliance.

The term eCDT refers to the electronic collection, recording, and sharing of verifiable information relating to seafood products as they move throughout seafood supply chains. A *comprehensive eCDT* system should capture and utilize 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.

For the SALT approach, 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 social and economic benefits can be increased while maintaining sustainable yields, protecting/securing fishery resources, and conserving biodiversity. Effective management of fisheries, both large and small-scale, is important to food security and livelihoods that depend upon fish and seafood, as well as biodiversity conservation and ocean health. For the purposes of this document, "eCDT" will be used to signify the broad spectrum of work from capturing and using data to the entire traceability system where SALT will engage; "comprehensive" eCDT systems are those that address economic, ecological, and social well-being.

Catch documentation and traceability systems need to be available, widely used, and benefit seafood companies to enable the industry to monitor and self-regulate. Ideally, such systems are electronic or can move from paper-based systems 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. That requires catch documentation and traceability systems to be in place and for the data within those systems to be shared by industry with seafood producing countries for sustainable management of fish as critical inputs into supply chains. This 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. In turn, this could improve coastal ecosystems and sustainable fisheries management, leading to improved biodiversity, food security, livelihoods, and self-reliance globally.

Progress in the traceability field has been slowed by what should be interrelated work occurring in isolation. Central to SALT's work is uniting these conversations and work streams (WS) into one coherent dialogue, captured by a wide-ranging knowledge management system. SALT aims to catalyze solutions that transform how the seafood industry and governments collect, share, verify, and, ultimately, use data for sustainable and socially responsible fisheries. SALT focuses on collaboration and learning for traceability 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 to support knowledge sharing on traceability generally and to support specific seafood producing country needs. SALT key results include the development of principles for comprehensive eCDT and the incorporation of those principles into existing or new eCDT systems. The SALT MEL plan contains additional details.

SALT promotes network building and knowledge exchange to enable action and change for comprehensive eCDT. There is interest in and work happening on eCDT globally, but no single entity has a place for learning and collaboration around it. USAID and the partner foundations developed SALT to fill that gap.

Over time, SALT aims to achieve four main 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 capacities for the seafood industry to adopt electronic traceability to ensure the legality of wild-caught fisheries products in their supply chains.
4. Identify ways in which the implementation of eCDT can support human and labor rights for all seafood workers, food security, livelihoods, and well-being.

At the end of this five-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 CDT systems – systems that are effective and scalable to support economic, ecological, and social well-being overall.

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."[2] Kania and Kramer in the Stanford Social Innovation Review note that, "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 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."[3] Backbone organizations guide vision and strategy, support aligned activities, establish shared measurement, cultivate community engagement, advance policy, and mobilize resources. While FishWise will not lead all of those functions (like mobilizing resources), the strategic approaches reflect some of the key roles a typical backbone organization provides.

In accordance with the cooperative agreement, this document presents the Year 3 annual report for SALT.

2.1. Year 2 - 5 Strategy

The culmination of the co-design approach was the SALT Year 2-5 strategy which was submitted to USAID for review and approval in September 2018 and was finalized in early 2019. Based on the data from the co-design process, SALT decided to prioritize two main thematic areas with two priority target audiences for its work:

- Incentivizing Comprehensive eCDT Globally - 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. Understanding 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 for implementing traceability solutions, as well as making the case for comprehensive eCDT.
- Comprehensive eCDT Principles - When exploring comprehensive eCDT systems, what are the key things to consider? The information systems in use by the seafood industry

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[2] FSG, How Do Rural Communities in the U.S. Implement Collective Impact? (2012)
[3] Stanford Social Innovation Review, Collective Impact (2011)

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 managing a fishery, or vice versa, and also often cannot connect these projects with existing systems. A lack of sufficient interoperability hinders the ability of data and technology systems to efficiently realize the potential of eCDT and to support the collective action required to combat IUU fishing, human rights, and labor abuses, and strengthen fisheries management. SALT will analyze how to best learn from existing efforts to support comprehensive eCDT systems being used to support social, ecological, and economic well-being overall.

Figure 3: Thematic Focus Areas
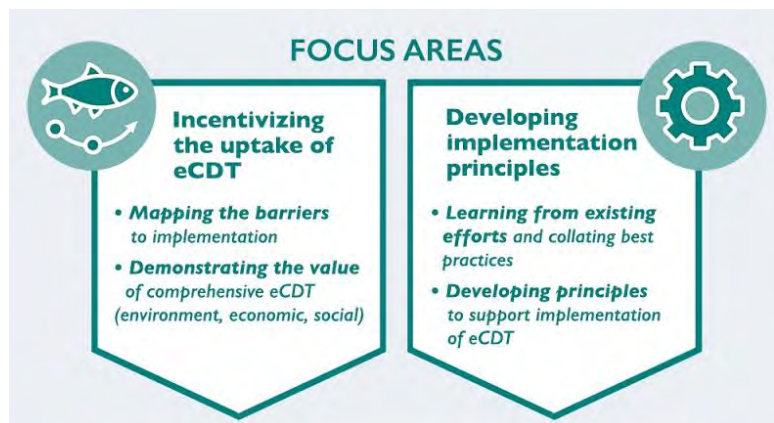
While SALT intends to continue to engage many audiences, SALT focused on particular audiences given the scope and funding of the project. SALT defines those two stakeholder groups as:

- Seafood Producing Countries - Due to capacity issues, some of the most challenging stakeholders to get to act on eCDT are in seafood producing country governments and industry. These key stakeholders in seafood producing countries are governments, fishers, NGOs, and local industry. SALT will 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. Given the additional capacity issues identified, these governments have more need and align well with SALT's objectives. Note that among seafood producing countries, SALT prioritizes engaging with developing countries, particularly those where USAID and SALT's partner foundations work. This table highlights the simple audience breakdown.

- Industry - The seafood industry is an essential stakeholder in the uptake of eCDT. Those industry stakeholders who have strong interest and leverage in developing countries that are seafood producing will be of particular focus when possible. In addition, global alliances that represent industry, like the Global Tuna Alliance (GTA) and Global Dialogue on Seafood Traceability (GDST), will be a focus for collaboration with SALT to leverage the commitments those global actors have already made.

Figure 4: Comprehensive eCDT Principles Focus Areas & Audiences
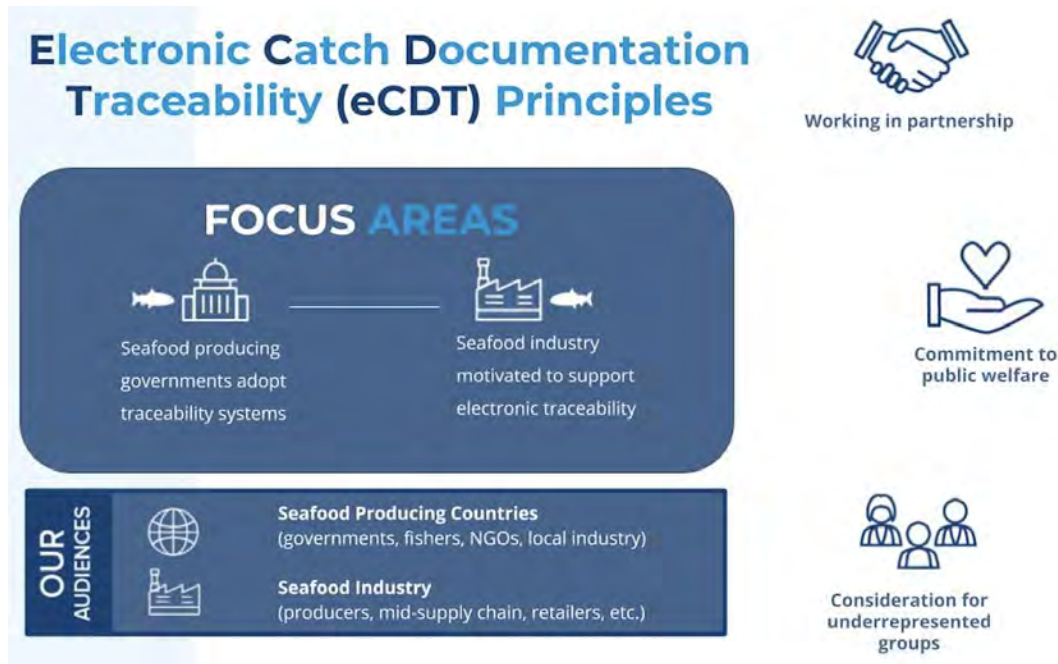
As noted above, based on the Pause and Reflect completed in Year 3, SALT's focus on knowledge management for learning will be more explicit. Knowledge management seeks to get the right information to the right people at the right time and in the right format. Complex work on global systems cannot survive sustainably without knowledge management. The knowledge management cycle is a process of transforming information into knowledge, which explains how knowledge is captured, processed, and distributed[4]. Most importantly, it includes how the knowledge is applied to a system. 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.

Thus far, SALT has emphasized an equal and mutually beneficial use of collaboration and learning as its guiding approach. While both elements continue to be an important part of

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[4] Journal of Environmental Treatment Techniques, Volume 4, Issue 4, Pages: 184-200, A Comprehensive Analysis of Knowledge Management Cycles, Haradhan Kumar Mohajan, Premier University, Chittagong, Bangladesh (2016)

SALT, learning will take more primacy with collaboration as a main function to support knowledge management and learning. The updated results chain for SALT reflects this shift with the knowledge cycle as the method of learning.

For learning, SALT will utilize a knowledge management cycle model with the following components:

- Knowledge generation
- Knowledge capture
- Knowledge dissemination & sharing
- Knowledge application

SALT's entire project has been oriented around the knowledge cycle. The first few years were focused on knowledge generation and capture with some dissemination. Now, SALT is moving toward uptake and action as key elements of work.

3. Strategic Approaches Implementation Year 3

In the first year, SALT focused on spreading the word about the Alliance and understanding the needs of (while building) the SALT community through the co-design process. After finalizing the Year 2-5 strategy, it was necessary to share it 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 focused substantial time building the SALT website as a key first deliverable which included the development of the Seascape tool that inventories relevant projects around the world, the gathering and review of existing information on eCDT, and the development of new content for the site. In Year 3, with the platform established, SALT hit its stride building the knowledge base and pushing implementation of the eCDT principles.

With the themes as a guide to "what" SALT focuses on around eCDT, the strategic approaches capture "how" SALT will execute and implement activities to achieve the goals outlined above and in the MEL plan. The strategic approaches are: 1) Network Building for Traceability Collaboration & Learning, 2) Knowledge for Comprehensive eCDT Action, and 3) Communication Management. These strategic approaches are interdependent and staff will collaborate across WSs to ensure cohesion and coherence of SALT efforts.

3.1. Network Building for Collaboration and Learning (WS1)

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 relationships have been initiated and forged at the beginning of the effort.

3.1.1. Learning Site Selection and Strategy (WS1.1) (PC)

In Year 3, SALT learning events and knowledge capture were linked to specific sites selected based upon agreed criteria and focus on seafood producing countries. SALT sought technical expertise from other USAID projects like LEARN and MI2 to validate and support best practices in learning sites and group learning. This activity was linked to knowledge capture in WS 2.

SALT developed a learning site strategy that included selection and prioritization of sites that would be revisited or could have a longer-term follow-up in order to track progress and change over time. SALT developed and finalized criteria and strategy for learning sites that included:

- Links to SALT strategy and traceability principles including:
    - Capturing barriers and challenges to eCDT
    - Groups who are successful at eCDT
    - Groups that use the eCDT principles
- Key stakeholder groups - Countries where SALT can work with prioritized stakeholders including seafood producing countries and industry.
- Geographic diversity - SALT is a global project that should reflect a broad geography of learning in order to share best practices and knowledge to promote change.
- Comparable context - In order to promote cross-learning and best practices, learning sites must reflect a broad set of needs from different stakeholders. However, comparing industrial fleets' use of eCDT versus fishing communities is not comparable for learning. SALT seeks to learn from each of these groups but the contexts for learning must be similar to do it effectively.
- Unique gender/disenfranchised/marginalized groups represented - SALT works in a way that includes disenfranchised groups whenever possible.

- Access to site, people, and operational support - Conducting learning trips takes substantial time and effort and SALT needs willing participants. Since FishWise does not have an existing presence outside the U.S., SALT will rely heavily on partners and existing projects in the learning sites, including USAID and partner foundation projects. The ability to identify support and expertise is a key factor for SALT.
- Contributions to sustainability of SALT's work beyond the life of the project (per the SALT sustainability plan).
- Other factors will play into selection as well including the ability to tell a unique story with a replicable approach. Work that is early in the adoption of eCDT that could be tracked over time may be preferable as well.

Table 2: Learning Site Selection

Criteria	Philippines	Indonesia	Pacific[5]	Belize	Vietnam
Links to SALT strategy and traceability principles including: 1. Capturing barriers and challenges to eCDT 2. Groups who are successful at eCDT 3. Groups that use the eCDT principles	1, 2	1-2	1-2		1-3
Key stakeholder groups 1. Seafood Producing Country 2. Industry	1	1	1	1	1
Geographic diversity	x				
Comparable context (big v. small)	x	x			x
Unique gender/disenfranchised/marginalized groups represented	x			x	x
Access to site, people, and operational support	x		x		
Contributions to sustainability of SALT's work beyond the life	x				
Other factors will play into selection as well including the ability to tell a unique story with a replicable approach. Work that is early in the adoption of eCDT that could be tracked over time may be preferable as well.	Government-led effort	Industry-led effort	Politically unfeasible	Completed already	Grant activity will support learning.

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[5] SALT was approached to consider work with Pacific Islands Forum Fisheries Agency (FFA).

Based on these criteria and the ability to take advantage of USAID Oceans closeout event, the Philippines was chosen as the site for knowledge capture in Year 3. The SALT team was able to complete the visit just prior to the global lockdown due to COVID-19.

3.1.2. Seafood Producing Country Learning and Collaboration Event (WS1.2) (PC)

In line with SALT's goal of increasing the capacity of seafood producing countries to adopt traceability systems to strengthen fisheries management, SALT sought to host a learning and collaboration event with seafood producing countries (including governments and their NGO counterparts) in person or remotely in Year 3.

Shifts

SALT had interest from stakeholders in the Pacific to host an event to support their development of traceability efforts. SALT held conversations with National Oceanic and Atmospheric Administration (NOAA) and State Department representatives in the region about SALT exploring work in support of the development of a catch documentation scheme (CDS) by Pacific Islands Forum Fisheries Agency (FFA).

After discussions, it was clear that the SALT support of the FFA-specific effort would not be fully aligned with the U.S. government position that traceability schemes be electronic, risk-based, and multilateral (at regional fisheries management organization [RFMO] level). The U.S. government suggested a learning event for Western Central Pacific Fisheries Commission (WCPFC) participants on eCDT at a regional level could be beneficial instead.

After reviewing SALT's goals to ensure alignment, a regional effort could be worthwhile if such a meeting could re-ignite talks on traceability/CDS that stalled in 2016. There was further discussion of whether SALT should propose such an effort at the RFMO meeting on December 5 with the intent of holding it in September 2020 with the TCC (technical compliance) meeting. Given the timing, it was not possible to vet the idea or interest in a learning event. SALT suggested exploring an event in fiscal year 2021 instead.

COVID-19 Delays and Adaptations

Then, the COVID-19 crisis hit the globe and the potential to host in-person events was eliminated. As noted in the grants section below, SALT supported local organizations in

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conducting events in countries where activities were postponed due to COVID-19.

Given the global crisis, SALT will continue to serve the vast network through online convenings. An online learning and collaboration event could provide the opportunity for governments to apply the traceability principles described under WS2.

3.1.3. Traceability Traps and Triumphs Learning Events (WS1.3) (A)

SALT has continually heard from key stakeholders that more transparency and learning is needed around the challenges that eCDT implementers and users have faced. Starting something new or piloting an idea inevitably includes challenges. To keep those instances manageable or infrequent, these events focused on the need to discuss where others have encountered problems (Traps) and how they overcame them (Triumphs). These types of information exchanges ensure that everyone does not have to encounter the same problems. Such forums help the seafood community get closer to the global solutions they seek when it comes to combating IUU fishing.

COVID-19 Delays & Adaptations

SALT finds it important to host events where these topics can be safely discussed from a learning perspective. In order to promote participation, SALT planned to organize these events linked with other important global meetings. SALT attempted to coordinate with Capitol Hill Oceans Week both in design of a potential session or a lunch event for this. However, given COVID-19 it was a challenge. Instead, SALT pivoted to present the event as a webinar.

Despite the setback due to COVID-19, SALT identified seven female panelists from around the world to bring expertise from Indonesia, Philippines, Mexico, and the U.S. SALT selected three questions for each panelist to answer:

1. What is your experience with traceability?
2. What traps did you fall into during your traceability journey? Start to finish?
3. How did you triumph over the struggles?

To set the panelists up for success, SALT distributed customized virtual event backgrounds, a slide show template, an instructional video, and recommended best practices for webinar

events two weeks in advance of the event. SALT also hosted two 30-minute practice sessions prior to the event to allow the panelists to familiarize themselves with the meeting controls, and practice presenting their material.

To accommodate panelists and participants from around the world SALT decided to hold the event in two sessions:

Table 3: Traceability Traps & Triumphs Webinar Panelists

Session 1: September 28th at 9 pm EDT	Session 2: September 29th at 12 pm EDT
• Stephani Mangunsong - Independent Expert, formerly of Masyarakat and Perikanan Indonesia (MDPI) • Cristina Velez Srinivasan - USAID, Regional Development Mission for Asia • Becky Fontanilla - Independent Consultant, Philippines	• Teresa Ish – Walton Family Foundation • Momo Kochen – Future of Fish • Celeste Leroux – Virgil Group, LLC • Cecilia Blasco – SmartFish Mexico

In session one[6], Stephani spoke to lessons learned from the use of technology for traceability in small-scale fisheries and how to encourage small-scale fisheries to meet traceability requirements. Cristina spoke to how USAID worked with regional organizations (The Southeast Asian Fisheries Development Center), national governments, and the private sector to develop and implement traceability solutions tailored to a country's needs, and her experience during the process of developing and piloting the eCDT system based on government regulation. Becky brought her experience during the process of development and piloting of the eCDT system in the Philippines based on government regulation.

Figure 5: Traceability Traps & Triumphs Session 1 Panelists

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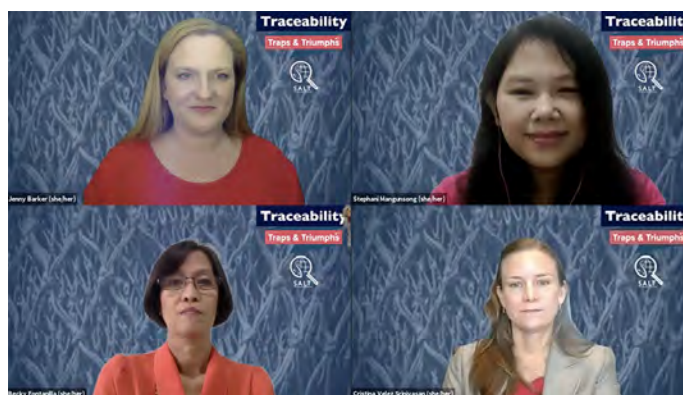
[6] SALT, Traceability Traps & Triumphs: Session 1 (2020)

In session two[7], Teresa discussed growing the market for traceability and the role of philanthropy. She explained the struggle for country programs focused on getting data and adding value and the markets work which is focused on getting the industry on board with sustainability (and the role that traceability plays in that). Momo shared the need for industry and supply chain buy-in in the process and application from the beginning. She noted that very often, if the supply chain is not bought in, the project will only marginally achieve its objectives and could be a waste of time and resources. Celeste shared her perspective on the advantages and limitations of the Seafood Import Monitoring Program as a means to combat IUU fishing and seafood fraud, challenges encountered with reconciling traceability and legality, and her new venture to close the gap between them. Finally, Cecilia discussed Mexico's national traceability regulation efforts and the work done so far.

Figure 6: Traceability Traps & Triumphs Session 2 Panelists

SALT employed several promotional strategies to encourage participation in the event. One month in advance of the event, SALT worked with a graphic designer to create custom branding for the event (Figure 7). Two weeks prior to the event, SALT distributed a promotional toolkit directly to key participants in the SALT community including SALT's own Advisory and Coordinating committee members, USAID, the NGO Tuna Forum, GTA, and the GDST. SALT also included the toolkit in an event announcement, and an event reminder addressed to the broader SALT community. The promotional

Figure 7: Traceability Traps & Triumphs Custom Promotional Graphic

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[7] SALT, Traceability Traps & Triumphs: Session 2 (2020)

toolkit included registration information, and sample materials for sharing the event via social media, email, and newsletters. This resulted in several organizations outside of SALT sharing the event with their networks, for example the GDST, the Conservation Alliance, Adriana Sanchez of Iberostar and Seafood Ninja, Celeste Leroux of Virgil Group LLC, Tom Pickerell of the GTA, and Corey L. Norton of World Wide Fund for Nature (WWF), all shared the event on social media. Additionally, the event was also promoted in the Conservation Alliance newsletter & Podio feed. SALT also made a concerted effort to promote the event on social media, posting multiple event invitations and reminders on Twitter, LinkedIn, and Instagram.

Approximately 300 individuals registered for the event across both sessions and nearly 200 individuals participated putting attendance at over 60%. The initial polls confirmed almost 80% of attendees were struggling with traceability, validating SALT's mission to help others learn from sharing struggles.

3.1.4. Establishing Networks and Forging Partnerships (WS1.4) (A)

SALT demonstrates its commitment to learning and collaboration throughout implementation, not only through hosting opportunities for others to meet and learn, but also by implementing the program in a collaborative way. For instance, SALT will continue to support and expand the Advisory Committee. In addition, the Coordination Committee will work to facilitate relationships by connecting people. FishWise has developed a contact management system to better track relationships, improve communications, and enhance event management which will help show important relationships and how they may change over time.

SALT will continue to identify opportunities to forge key partnerships with other international bodies or alliances with similar goals and objectives. The multiplying power of this sort of engagement would support broader and faster uptake of comprehensive eCDT knowledge and awareness.

Small Grants

SALT completed an open and competitive selection for small grant awards in Year 3. The SALT small grants are intended to catalyze action around three main challenge areas identified by the SALT community during the co-design process. The small grantees also align with SALT's objectives and focus areas for Year 3, and target seafood producing countries, industry, and/or fishers. SALT is a collaboration and learning project therefore the proposed work is also required to advance learning for the eCDT field overall. A two-step selection process

culminated in the selection of three small grants awarded in Year 3, the Center for Marine Life Conservation and Community Development (MCD) in Vietnam, Yayasan Masyarakat Dan Perikanan Indonesia (MDPI) in Indonesia, and Future of Fish and Helen Packer were issued a global award.

COVID-19 Delays and Adaptations

The COVID-19 pandemic slowed down the three small grant recipients in varying ways this year. For example, the small grantees needed to pivot their time and resources to assist the local fishing communities they serve or in another circumstance securing approvals from government officials was slower due to the necessary focus on the pandemic response. Throughout the year, SALT kept an open and transparent line of communication with each of the grantees, allowing them the time and dedicated space to determine if, when, and how to move ahead with the small grant work proposed and selected before the pandemic. Despite the set-backs encountered, each grantee was able to overcome the unique challenges they encountered and determined that the small grant work was crucial to supporting the livelihoods and ensuring future sustainability in the communities they serve. The accomplishments of the grantees from Year 3 are described below.

MCD

In Vietnam, SALT partnered with MCD to conduct learning events and knowledge capture to inform Vietnam's National eCDT Guidelines and Roadmap. Only slightly delayed due to the COVID-19 pandemic, the subagreement was approved by the Vietnam Mission, USAID/Washington, and signed in the third quarter of this year. By the end of Year 3, MCD completed the mobilization phase and began implementation of their small grant activities.

Sound governance setting at the start of MCD's small grant activities was key to the future success of the grant work. Therefore, MCD used the official project approvals required by Vietnam's current regulation as a chance to enhance government partnerships and commitment from government counterparts. After three months of discussions and planning, MCD secured the Government of Vietnam's Ministry

Figure 8: MCD Team Members with Key Partners in Binh Dinh Province. Photo provided by MCD.

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.

With approval, MCD began implementation of their small grant activities reviewing lessons learned from implementation of eCDT systems in Binh Dinh and nearby provinces. To prepare for data collection, MCD developed a data collection toolkit and three questionnaires to streamline data collection from eCDT system pilots, ensuring knowledge is captured for social, ecological, and economic indicators. Standardized data collection also allowed the MCD team to more easily structure analysis and to make comparisons across pilots and provincial programs. SALT provided technical review and approval of the data collection tools.

Once the data collection plan and tools were finalized, MCD in collaboration with the provincial Sub-DFish in Binh Dinh began data collection in Binh Dinh, Binh Thuan and Ria Vung Tau provinces. The MCD team captured the challenges and motivations for implementing comprehensive eCDT systems from an estimated 23 participants including ship owners, fisheries management officers, the fishing port management board, and middle(wo)men. MCD began drafting a summary report of the lessons learned with the aim of delivering a final report in early Year 4. MCD was able to capture a variety of experiences, to more holistically inform the next activity which is a gap analysis between current systems and the existing National eCDT Guidelines and Roadmap.

MDPI

SALT awarded MDPI a small grant to lead a co-design workshop on emerging eCDT technology in Indonesia's tuna supply chain. The initial workshop was intended to be held in the early Spring of 2020. However, due to the global halt in activity, commerce, and travel due to the COVID-19 pandemic MDPI refocused their energy on supporting the fishing communities and the livelihoods that were upended in the pandemic. SALT was wholly supportive of this necessary shift.

SALT and MDPI revisited the opportunity for the small grant in the last quarter of the year and agreed that the workshop was even more relevant in the wake of COVID-19. At the close of Year 3, SALT and MDPI entered into a subagreement that was approved by the USAID Mission in Indonesia and USAID/Washington.

The planned multi-stakeholder workshop will review and co-design emerging eCDT technologies, with the aim of further refining and identifying cost efficiencies for these technologies to increase their utility for and accelerate their uptake by industry and government bodies. The Ministry of Maritime Affairs and Fisheries (MMAF) will be looked to

for their inputs and feedback, particularly when developing systems or tools for which they could be the end user. Throughout this activity, fishers, government officials, and MDPI will better understand each other's data needs, and determine what information is required for sustainable fisheries management.

The workshop will be held for an estimated 40 participants with representatives from MMAF, NGOs, technology providers, and industry. The workshop is tentatively planned for December 2020, pending public health guidance as a result of COVID-19. SALT will provide technical support to MDPI to develop the workshop objectives, finalize the workshop agenda, provide input on co-design best practices, including the use of participatory methods and evaluation, and other technical advising as needed. MDPI has already begun the design of the workshop agenda, work plan, and travel plan.

Future of Fish

In the third quarter of Year 3, SALT awarded Future of Fish a small grant to address the current gap in knowledge around comprehensive ROI in eCDT systems. The proposed team has conducted extensive research into different aspects of the realized and potential benefits of traceability systems within the seafood industry, and based on this work, developed a preliminary ROI tool to assist businesses with calculating their own ROI from traceability implementations.

The project will progress through three phases of activity: Research, Synthesis, and Iterative Design. In Year 3, Future of Fish made it through the midpoint of phase one, research. They interviewed 12 stakeholders across different sectors including seafood, healthcare, energy, timber, and others. From these initial interviews the Future of Fish team indicated that a redirection was needed in their project scope. Through their research it became apparent that eCDT systems were not actively pursuing collection of metrics that could be used to measure comprehensive ROI. The research conducted by Future of Fish established that eCDT systems are too nascent to collect demonstrated ROI and create an ROI Methodology and Tool. Instead, the research demonstrated the need to take a step back and establish the type of data required to evaluate the soft and hard benefits of comprehensive eCDT systems, to identify where that data can be most efficiently collected from and by whom, and how to assess that data. Therefore, the ROI Methodology and Tool was reframed to an Evaluation Framework for the benefits of eCDT systems, resulting in a modified scope of work, updated deliverables, and adjusted due dates. Overall, the period of performance has not changed and there are no costs associated with this adaptation. At the start of Year 4, SALT was working with Future of Fish to modify their subagreement accordingly.

A formal announcement of the MCD, MDPI, and Future of Fish small grants awards was made to the SALT community. MCD and Future of Fish produced bimonthly updates on their progress, and provided key takeaways, failures, and accomplishments that were shared with the SALT community. MDPI will begin reporting bimonthly beginning in Year 4.

General Engagement

SALT hosted or participated in several external meetings to stay in communication with the broader SALT and seafood community. That information can be found in the next section (2.6).

SALT seeks to build a community that will participate in the online platform and attend major SALT convenings to share knowledge broadly. SALT will also support the formation of coalitions that engage with the online platform and/or major convenings, but then also rally together around specific collective action. The community and coalitions can include implementing NGOs, supply chain businesses, funders, governmental agencies, technology companies, trade associations, and a host of other groups.

Engagement With Industry

GDST

The GDST was launched in April 2017 as a seafood industry forum dedicated to drafting the first-ever global standards for seafood traceability. The GDST has grown into one of the largest and most diverse business-to-business forums in the seafood sector. After nearly three years of consensus-based work, on March 16, 2020, the GDST launched the GDST Standards and Guidelines for Interoperable Seafood Traceability Systems, Version 1.0. The underlying goal of the GDST has been to enable access to verifiable information to ensure the legal origin and responsible sourcing of seafood products. The Dialogue has pursued these goals through the GDST 1.0 standards that work in tandem with core business objectives and operational/commercial business needs.

SALT has drafted and is finalizing a Memorandum of Understanding (MOU) with GDST, an Advisory Committee member to SALT, to support each other and potentially work together in seafood producing countries. The purpose of the MOU is to promote and further the cooperation between FishWise's SALT project and the GDST to promote the growth and effective implementation of interoperable and eCDT systems by a variety of stakeholders in

support of natural resource conservation and social, ecological, and economic well-being around the world. The main areas of support include:

- Technical support & assistance: Participation in GDST and SALT Advisory Committees and processes
- Government engagement and regulatory harmonization
- Communications to support GDST & SALT

SALT supported the rollout of GDST 1.0 Key Data Elements (KDEs) in fiscal year 2020 including promoting the standards through the SALT website and producing original content. SALT co-hosted a LinkedIn Q&A with the GDST regarding their new standards. The questions and answers are on the GDST Q&A page.

GTA

The GTA, an Advisory Committee member to SALT, is an independent group of retailers and supply-chain companies, working to ensure that tuna ultimately meets the highest standards of environmental performance and social responsibility. This includes companies and organizations with a major interest in improving the sustainability of the tuna sector, as well as a commitment to actively implement the objectives laid out in the World Economic Forum's Tuna 2020 Traceability Declaration. The key elements activities focus on:

1. Traceability
2. Environmental sustainability
3. Social responsibility
4. Government partnership

SALT's engagement includes:

- In February 2020, SALT presented its program for a group of GTA members. Approximately 20 members attended the webinar.
- GTA shared data around findings from their partner surveys on progress around the commitments.
- SALT provided feedback and suggestions for the GTA's "Traceability Toolkit," which is an action plan aimed at helping members achieve their 2020 Traceability Commitments. SALT reviewed the GTA Tuna 2020 Traceability Declaration Traceability Toolkit and was acknowledged at the end of the document. SALT provided feedback that advocated for verification of traceability claims, and for members to align with globally recognized standards such as the GDST's. The toolkit ultimately featured many of SALT's resources

- such as Dive Deeper and three of SALT's "Overcoming Barriers" blogs. Additionally, SALT gave a webinar to the GTA audience in May 2020.
● GTA joined the SALT Advisory Committee to support engagement with industry.

Engagement with Seafood Producing Countries

● SALT worked to connect WWF Peru to experts from Indonesia on the development of a traceability system. In addition, SALT spoke with representatives from Walton Family Foundation and their partner, Council Fire, regarding an assessment linked to their traceability work.
● SALT started engagement at the end of the fiscal year with Ecuador regarding IUU fishing happening in their waters around the Galapagos Islands by speaking with WildAid and Conservation International.
● SALT Advisory Committee invitations were extended to three governments: Indonesia, Peru, and the Philippines. SALT has not received a response from any of the governments; with COVID-19's impact globally it is understandable that response has been slow. SALT has been the most deliberate in Indonesia using a local consultant to support the connection with MMAF. Due to changing leadership, there is a good opportunity to get their participation but COVID-19 has delayed that connection as well.

SALT tracks information around the networking and connections made in a Connections Log that categorizes engagement such as presentations, connections, resources shared, or notable social media interactions. It features information such as details of the connection, names, and organizations of those involved, and any other comments such as size of the audience for presentations. In Year 3, there were over 30 entries in the Connections Log, as compared to Year 2 which had 48 entries due to the focus on building initial relationships with stakeholders.

External Reports & Publications

SALT was featured in key reports about IUU fishing including:

● 2020 State of World Fisheries and Aquaculture report[8]
● FAO's Beyond Regulatory Compliance: Seafood Traceability Benefits and Success Cases report[9]

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[8] Food and Agricultural Organization of the United Nations, The State of World Fisheries and Aquaculture (2020)
[9] Food and Agricultural Organization of the United Nations, Beyond Regulatory Compliance: Seafood Traceability Benefits and Success Cases (2020)

- Stimson Report: A Qualitative Assessment of SIMP Implementation in Four Countries[10]
- USAID's series on Private Sector Engagement in Countering Organized Crime[11]

3.2. Knowledge for Action (WS2)

3.2.1. Maintenance and Expansion of SALT Library of eCDT Resources and Tools (WS2.1) (A)

Maintenance of Key Resources

Since the inception of the SALT website in Year 2, staff have continued to curate 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. In Year 3, 89 key resources were added to Dive Deeper, 10 of which were submitted by the SALT community. Resources are vetted by SALT staff and must demonstrate beneficial influence to the SALT community's work on understanding and implementing comprehensive eCDT systems. In Year 3, there were 1,331 downloads from the Dive Deeper platform, which provides resources searchable by topic, region, type of resource, and/or keywords. SALT aims to include 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. There are now 251 unique resources published on the Dive Deeper platform, and a majority of those are reports (Figure 9).

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[10] Stimson, A Qualitative Assessment of SIMP Implementation in Four Countries (2019)
[11] USAID, Private Sector Engagement in Countering Organized Crime (2020)

Figure 9. Resources Published to Date on Dive Deeper Platform Organized by Type
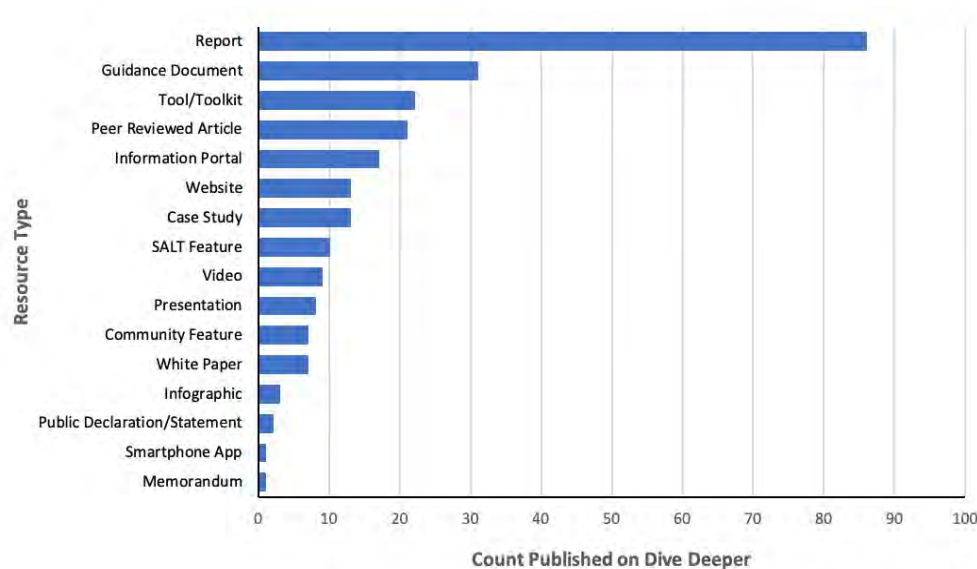
In addition to Dive Deeper, the SALT website houses a calendar maintained by staff that includes global events featuring conversations around electronic traceability in seafood supply chains and counter-illegal fishing activities. Due to the COVID-19 pandemic prohibiting in-person gatherings, the calendar updates have been helpful to capture cancelations, postponements, or changes to online venues. To account for this changing landscape and increased access to knowledge sharing events hosted online, SALT's calendar began to include webinars in addition to conferences and meetings.

SALT Seascape

SALT continued to expand the collection of global efforts to foster connections and collaborations in the Seascape. In Year 3, SALT has added 23 new efforts, 10 of which were submitted by the SALT community demonstrating engagement with the platform. Over the past year, SALT has seen constant traffic on the Seascape page, but generally the average is 105 unique views monthly. The Seascape captures efforts addressing one or more of the following topics: traceability, counter-IUU fishing, and/or social responsibility. Four of last year's additions included social responsibility topics, and SALT sees the need to improve visibility of social responsibility efforts within the seafood sector as SALT continues to emphasize the need for comprehensive eCDT uptake.

3.2.2. Comprehensive eCDT Principles (WS2.2) (PC)

There are currently no widely socialized or accepted guidelines that distill and synthesize

identified best practices for implementing electronic traceability systems. Groups in the global eCDT space have developed fragmented criteria and recommendations, which can be found in various case studies, reports, and presentations—but no one document synthesizes them all. As a result, eCDT designers and implementers do not have reliable guidance to draw upon which can result in systems that are neither interoperable nor realize the full potential economic, ecological, and social benefits of electronic traceability.

Consequently, the SALT and greater seafood communities have recognized a need for shared guidance that identifies the minimum level of best practice for the design and implementation of eCDT systems that address economic, social, and ecological goals (i.e., that are 'comprehensive').

To fill this need, in Year 3 SALT began to design the Comprehensive eCDT Principles, with a focus on creating principles that would best serve government representatives from seafood producing countries. The primary audience for this work is seafood producing country government representatives because they have the authority and responsibility to implement policies to reduce risks to workers, and for the ecological and economic management of their fisheries. However, SALT also expects these principles to be useful to many non-governmental stakeholders (e.g., NGOs, industry, technology vendors). These principles will help ensure that eCDT systems are designed and implemented to be interoperable, effective, and comprehensive.

A number of resources are in existence that identify principles for certain supply chains, regions, or topics related to either labor rights or legal harvest. SALT conducted a thorough review of these resources to combine overarching themes and identify best practices that could serve as principles for addressing ecological, social, and economic benefits. These preliminary themes were presented to the SALT community in the first draft of the Comprehensive eCDT Principles. This exercise also allowed SALT to identify notable gaps in the principles that needed to be filled in by interviews with relevant stakeholders, new resources, and guidance from analogous sectors.

To work in collaboration with stakeholders who may implement the principles after they are created, SALT created the Comprehensive eCDT Principles Consultative Committee. The committee is composed of expert stakeholders, with a particular focus on those that are interested in implementing comprehensive eCDT systems and applying the principles to their work. SALT has made a concerted effort to invite women and members of typically disenfranchised groups to the Consultative Committee, to ensure the product is inclusive of all voices, and ⅓ of the members on the committee are female. The Consultative Committee is made up of 35 expert stakeholders from 17 countries across the globe (Figure 10, Annex 1).

Figure 10: Geographic Breakdown of Countries Represented in the Consultative Committee

The Committee comprises representatives from eight of SALT's stakeholder groups (Figure 11). The Consultative Committee is primarily made up of stakeholders from NGOs (46%), followed by SALT's key audience for this work: seafood producing country governments (20%). Although NGOs are the most represented stakeholder group on this committee, many of these NGO stakeholders work either primarily in or have projects in seafood producing countries. As a result, SALT hopes to influence its primary audience through having the buy-in and support of this secondary NGO audience.

Figure 11: Members of the Consultative Committee (n=35), disaggregated by SALT stakeholder group
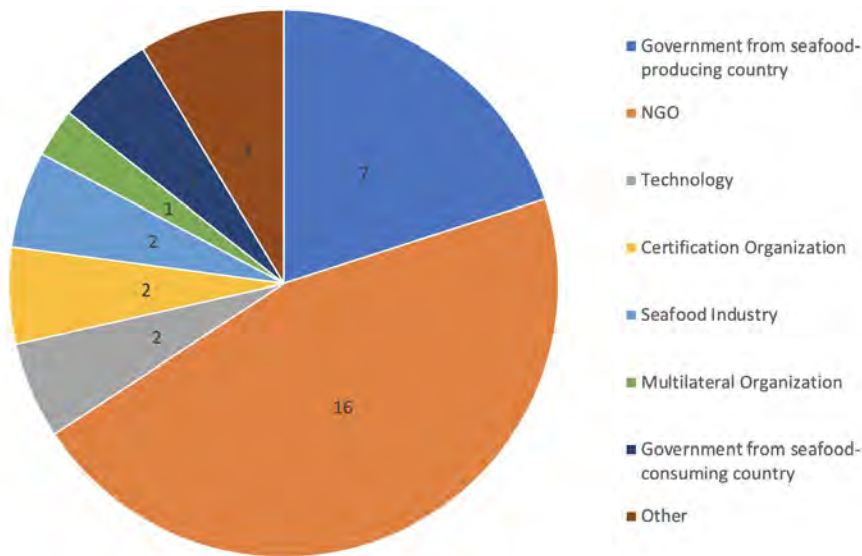
In Year 3, the Consultative Committee provided expertise, feedback on the content and structure of the principles, and suggestions for the development of the principles. They have also participated in key design conversations to ensure the product will serve their needs. Specifically, in Year 3, SALT has engaged the Consultative Committee in six webinars, solicited feedback on the first draft of the principles via a template, and via email communication as appropriate. Overall, 25 (over 70%) of Consultative Committee members have provided some form of feedback after the first draft of the principles. Representatives from all stakeholder groups provided feedback, although only 1 member from industry and 2 members from seafood producing country governments gave feedback after the first draft of the principles.

Based on feedback from the Consultative Committee that came via webinars, written responses, and supplementary conversations, SALT revised the preliminary draft of the principles. The team used further literature reviews and interviews with stakeholders to fill the identified gaps and rearrange the principles in a more sequential manner. Based on committee feedback, it was decided that the document would be high-level and outline the minimal amount of best practices needed to employ a comprehensive eCDT system. Although this level of detail was the consensus of the committee, it was not a unanimous decision. Some flagged a need for a greater level of detail and more prescription, whereas others argued that guidance was in abundant existence but was not used and that the principles should remain high-level and flexible. In Year 4, SALT will create an online hub that features resources, provides a mechanism for asking questions, and encourages connections between members of the SALT community working to incorporate the principles. This online hub will meet the needs of both those who want more prescription, and those who want to see only high-level principles.

Another challenge faced in Year 3 with the development of the Comprehensive eCDT Principles centered around incorporating best practices on social responsibility. Of the three main foci of the principles (ecological, economic, and social), best practices for implementing eCDT systems that support social responsibility are by far the least tested and proven. As a result, some members of the Committee were initially hesitant about including social responsibility language at all. To discuss further, SALT hosted two webinars for the Consultative Committee exclusively on incorporating social responsibility into the document. Ultimately, SALT drew on the expertise of FishWise's Social Responsibility Division to effectively incorporate social responsibility into the principles, taking into consideration the recommendations and approach of other initiatives (e.g., GDST with Global Sustainable Seafood Initiative). The Consultative Committee also connected SALT with other social responsibility experts to weigh in on the team's proposed language and approach. This included receiving feedback from staff at the U.S. Department of Labor and from staff leading the social standards work at the Marine Stewardship Council.

At the end of Year 3, SALT submitted the second draft of the principles to the Consultative Committee along with a form to provide written feedback. Early in Year 4, SALT will host two webinars on the second draft to solicit feedback.

COVID-19 Delays and Adaptations

When the COVID-19 pandemic progressed around the globe, it made in-person meetings impossible. SALT had intended, based on interest expressed by the Committee, to hold an in-person gathering to discuss the principles during the Seafood North America Expo in Boston in March 2020. Unfortunately, the Expo was initially postponed and then eventually canceled. As a result, the team pivoted to solely virtual meetings.

3.2.3. Mapping the Barriers and Solutions to eCDT Adoption (WS2.3) (PC, I)

During the first year of co-design, the SALT community identified a critical need: a better understanding of the challenges and barriers to adopting eCDT. If there is a greater understanding of the barriers to implementing eCDT, SALT may be able to overcome them and more aptly understand how to incentivize traceability.

To inform this work, SALT built off the knowledge capture conducted in Year 2 from resources, events, interviews, and SALT site visits. SALT conducted a literature review and in-depth analysis to create the list of barrier themes to be addressed. The primary audience for this work was SALT's key stakeholder groups: seafood producing countries and industry. However, the intent was that this work would also be useful to the secondary audience of NGOs, seafood consuming countries, and other organizations.

Industry

In Year 3, SALT launched its "Overcoming Barriers" blog series on the challenges and potential solutions to barriers that a company experiences when adopting electronic traceability. This five-part blog series drew on lessons and stories from relevant case studies, reports, presentations, stakeholder interviews, and discussions with FishWise staff.

To strengthen the findings distilled from this review and fill in gaps as needed, SALT conducted a series of knowledge capture interviews with stakeholders who had first-hand experience

combatting and overcoming some of the common barriers. These stakeholders included two industry and one NGO representative.
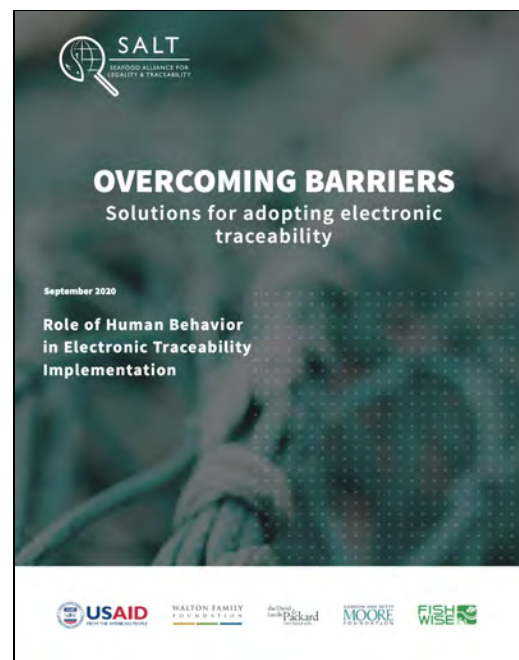
Additionally, FishWise staff have extensive experience dealing with industry partners who are facing challenges with traceability. To harness this expertise, SALT held a small workshop with staff from all divisions (business engagement, traceability, social responsibility, and data). This workshop included a presentation and overview of the project, content outlines that helped launch conversations, and facilitated breakout discussions with a template to capture information.

After the desk review, conversations with relevant stakeholders, and expertise gleaned from FishWise staff, the five blogs were written with an industry audience in mind.

Figure 12: Cover from the Final Blog of the 'Overcoming Barriers' Series

The five blogs cover the following topics:

1. <u>Indirect Business Benefits of Electronic Traceability</u> - The first blog covers the social and ecological benefits of electronic traceability, namely the ability to reduce the risk of human rights abuses in supply chains, empower marginalized groups (a field example of women's empowerment included), and improve the health of fish stocks by accessing more timely and accurate fisheries management data.
2. <u>Economic Benefits</u> - In this blog, SALT covers the other side of the benefits of electronic traceability (the direct economic benefits to businesses), which include advantages in regard to regulatory compliance, food safety assurances, strengthened brand reputation, and increased operational efficiency. SALT also highlights some tools companies can use when considering the cost of implementation.
3. <u>Interoperability: Speaking a Common Language</u> - Here, SALT outlines how interoperability, or the seamless exchange of information between technologies, makes it easier for companies to store, share, and access relevant data across their supply chains. Interoperability can help a company reap the full potential benefits of traceability, such as increased food safety or streamlined operations. The GDST recently unveiled their voluntary standards for interoperability, which are featured in this blog.
4. <u>Trouble with Technology</u> - In this blog, SALT discusses what it means for a supply chain to be fully electronic, how to choose a third-party traceability vendor and feature a

working list of options, and considerations when selecting or designing traceability technology based on lessons learned from traceability pilots across the globe.

5. <u>Role of Human Behavior in Electronic Traceability Implementation</u> - In this final blog of the series, SALT examines how human behavior can both impede progress towards and catalyze traceability. Humans often resist changing behavior—whether that is because of a hesitancy in trying new technology, reluctance towards operating in a new way, skepticism about changing an existing culture, or an objection to deviating from a status quo.

To promote these blog posts, WS 3 also played a crucial role. SALT devised a launch plan that included a social media campaign, promotion in the SALT and FishWise newsletters, and working with a graphic designer to create accessible content.

The 'Overcoming Barriers' blogs have been downloaded more than 150 times by unique users, and three of them hold the top spots for the most downloaded resources from SALT's resource repository, Dive Deeper (see section 4.1.1. for more information). The first three blogs in the series (on economic and indirect benefits, as well as interoperability) were featured in the GTA's "Traceability Toolkit."[12] SALT also received positive reactions and notable engagement from industry stakeholders on the second blog on LinkedIn. This demonstrates that the blogs were useful for their intended audience: the seafood industry.

Seafood Producing Country Governments

Early in Year 3, it became apparent that the Comprehensive eCDT Principles would identify and address the barriers to eCDT systems encountered by seafood producing countries. Therefore, SALT rolled this activity under the umbrella of the creation of the Comprehensive eCDT Principles for seafood producing country governments.

3.2.4. ROI Tools and Reports on the Value of Seafood Traceability (WS2.4) (PC, I)

SALT awarded Future of Fish a small grant to develop a robust ROI methodology and tool for Comprehensive eCDT systems. A description of the work can be found in the small grantee section of this annual report, Section 3.1.4. Establishing Networks and Forging Partnerships.

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[12] GTA, Traceability Toolkit (2020)

3.2.5. ECDT and Electronic Monitoring Report (WS2.5) (I)

This was a potential project for Year 3 that did not receive traction or priority. It is a potential project for an extended SALT contract.

3.2.6. ECDT Pilot Knowledge Capture & Story (WS2.6) (PC, I)

In Year 3, SALT aimed to capture knowledge and lessons learned from the USAID Oceans and Fisheries Partnership project in the Philippines. This project implemented eCDT in a producer region and had an important story to tell, as the government-led creation of their eCDT system has the potential to be replicated by other governments interested in designing similar work. Additionally, USAID Oceans' initial gender analysis identified strategic target areas to promote gender equity, and SALT was interested to learn more about their work towards gender empowerment and equality through traceability. The USAID Oceans project met the key criteria to merit a SALT site visit in the following ways: a seafood producing country, government buy-in and active participation, accessibility to SALT staff with an NGO partner (both USAID Oceans, Fish Right, and others), and disenfranchised groups represented—both in the pilot and at USAID's closing event.

This site visit entailed two main components: attending the USAID Oceans closing event as well as interviewing a range of stakeholders who played key roles in the implementation of the eCDT system.

Figure 13. Attendees Gather for a Group Photo at the USAID Oceans Closing Event in Manila. Photo by SALT.

This knowledge capture project included multiple brainstorming meetings with members from USAID Oceans, securing an on-site consultant, and coordinating with the consultant to plan the

itinerary and secure interviews. SALT hired Rebeca Andong, the Philippines Country Coordinator for USAID Oceans, as the on-site consultant, given her relationships with USAID Oceans staff and her own extensive knowledge of the project. In Year 2, SALT had created standardized knowledge capture questions for all future site visits. For this trip, SALT modified those questions for each individual interviewee, customizing the questions to best address their background and area of expertise. Questions included categories such as background and training, ROI and pricing, technical information, and lessons learned. At the end of every interview, SALT inquired what sort of traceability knowledge or guidance might be beneficial, to see if there were ways to connect them with other members of the SALT community or refer them to relevant resources that may be of assistance. Ultimately, SALT made the following connections within the community:

- SALT sent relevant resources from Dive Deeper, on gender within eCDT systems, to FishRight as they identified that was a need.
- SALT put two employees from the Fair Hiring Initiative and Verité SEA in contact with FishWise employees who work on the Roadmap for Improving Seafood Ethics (RISE), as they had particular questions about the interconnection of social responsibility and traceability, especially around ethical recruitment.
- Additionally, SALT intends to follow up with FishRight to determine if a connection to previous site visit hosts at the lobster fishery in Belize would be fruitful for helping their work following COVID-19.

During this site visit, SALT ultimately interviewed 17 different people across a range of stakeholder groups. SALT made a proactive effort to ensure women were represented in their interviews, and over half (9) of the interviewees were female. SALT spoke with 7 government representatives from different divisions across the Bureau of Fisheries and Aquaculture Resources (BFAR), a USAID/Philippines Mission representative, 7 stakeholders from NGOs (including gender- and labor-focused NGOs). Additionally, SALT met with 2 representatives from the private sector, one from a traceability technology company and the other from the trade association SOCSKSARGEN Federation of Fishing and Allied Industries, Inc. In addition to these interviews, SALT attended the USAID Oceans Philippines Project closing event in Manila. This event marked the completion of USAID Oceans activities in General Santos, Philippines (the learning site) and highlighted key lessons learned and recommendations for moving forward. This event featured a range of interested parties, from high-level government officials such as the Department of Agriculture Secretary to stakeholders who work on the ground in General Santos, such as seafood processors and members of the Tuna Handline Association. SALT's partnership with USAID Oceans was commemorated with a plaque at the event.

Figure 14. SALT's Amy West and Brynn O'Donnell (center) Accept a Plaque from USAID Oceans at Its Closing Event Commemorating Their Partnership. Photo by USAID Oceans.

SALT gleaned valuable insight from this trip, especially in regards to the nuances of the government-created eCDT system and their focus on addressing potential gender inequities in the eCDT system design and implementation. SALT's findings on the gender component were communicated in a post on SALT's Story Hub[13]. Notably, this Story Hub post garnered over 230 unique pageviews, and is in the top ten most-viewed pages on the SALT website.

To widely disseminate the other lessons learned from the USAID Ocean's pilot in the Philippines, SALT will create a multimedia communications piece. It will illustrate the challenges and successes of the Philippine's eCDT system, specifically highlighting the necessity of engaging the private sector, importance of governmental support, utility of in-house development of eCDT technology, and the potential benefits to all stakeholders. These findings will be reflected in an ArcGIS Story Map early in Year 4.

Similar to the Year 2 site visit to Belize, SALT found it invaluable to have two people present to conduct interviews and work audio gear. Additionally, the importance of an in-country consultant cannot be overstated; the interviews SALT was able to secure, especially with the government officials, would not have been possible without accessing the consultant who had existing relationships with them. Overall, SALT collected photos and audio. However, audio quality was limited as many interviews occurred in public places and over food.

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[13] SALT, Paving over the Global Gender Gap in Fisheries- Dispatch from the Philippines (2020)

Originally, the SALT team had also planned to visit General Santos City, the eCDT pilot site in the Philippines south of Manila. However, a recent earthquake in the area coupled with safety concerns restricted the team's travel to only Manila. As a result, the team was not able to see the eCDT system in action and centered their trip around the BFAR office in Manila and the closeout event. Additionally, the team experienced some difficulties while in Manila with natural disasters (the bubbling nearby Taal volcano) and the rise of COVID-19 in Southeast Asia during their trip.

Although the implementation of the Philippines eCDT pilot was a momentous achievement, SALT is interested in following up with the eCDT implementers as the system is rolled out nationally and is no longer supported as strongly by NGOs and USAID. SALT will follow up with the Philippines eCDT system in Years 4 and 5 to track this.

Thought Pieces and Webinars on Tracking COVID-19 Implications for Traceability

The COVID-19 pandemic has adversely impacted the seafood industry, making this a critical moment to leverage opportunities to build transparent, data-driven seafood supply chains while mitigating negative unintended consequences. As such, based on conversations from the SALT Community, SALT wrote a blog on Seafood Traceability in a Time of COVID-19 that was well received.[14] In order to continue this important conversation, SALT hired a Traceability Expert in Year 3 to conduct research in South and Southeast Asia on the impacts of COVID-19 on traceability.

The Traceability Advisor began conducting research through a desk review, interviews, and participation in webinars on COVID-19. The aim of this research was to identify and analyze the challenges and opportunities for seafood traceability systems as a result of the COVID-19 pandemic, including the social, ecological, and economic impacts. In particular, the review sought to:

- Identify the role of electronic eCDT systems in a time of crisis.
- Determine how eCDT could be enhanced to be part of the economic recovery.
- Highlight the potential challenges and the mitigation possibilities.
- Identify some best practices in the design, implementation, and operation of eCDT in each node of the supply chain that can leverage the current situation.

The study is documenting potential new drivers to expand eCDT that are surfacing as a result of the pandemic, and how site and physical verification including their related conventional paperwork being completed by a competent authority are being affected by social distancing. A

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[14] SALT, Seafood traceability in a time of COVID (2020)

closer look at whether or not these emerging systems promote legal and sustainable fisheries was also assessed.

The Technical Advisor drafted a summary of the current state of fisheries in Indonesia as a result of the pandemic including issues of food security, market disruption, shorted supply chains, and a shift to an inward-looking, domestic focus. Opportunities identified for eCDT systems as a result of COVID-19 include the fast tracking of e-commerce and digital workflows, streamlined government compliance processes, and the capability of eCDT systems to reach remote fishing communities with government subsidies. Consequently, a major challenge identified was verification of products in these new shortened supply chains and informal trade, to determine their legality.

A preliminary analysis of these topics was shared by the Traceability Advisor through the Building Forward in Fisheries: Opportunities for Transformation Post-COVID-19, a webinar hosted by USAID's Marine Conservation and Sustainable Fisheries Community of Practice for USAID, missions, and implementing partners. In early Year 4, SALT anticipates disseminating the final thought pieces and sharing the research results with the SALT community through webinars, the SALT website, and general SALT communication channels.

3.2.7. Event Participation & Capture (WS2.7) (A)

Table 4: SALT Hosted (H), or Presented (P) in External Presentations

External Event	Date	Location	H	P
SALT Coordination & Advisory Committee Meetings	October 2019 February 2020 March 2020 April 2020 August 2020	Virtual	X	
ICT4Fisheries 2019	October 2019	Cape Town, South Africa		X
Korea Maritime Institute	November 2019	Seoul, Korea		X
Seafood Legacy's Tokyo Sustainable Seafood Symposium	November 2019	Tokyo, Japan		X
SALT Public Webinars	November 2019 (x2)	Virtual	X	
Comprehensive eCDT Principles Consultative Committee Webinars	December 2019 (x2), April 2020 (x2), July 2020 (x2)	Virtual	X	
Center for Strategic & International Studies	January 2020	Washington, DC		X

Second Annual Ocean Security Forum			
USAID Roundtable on Private Sector Engagement in Organized Crime	January 2020	Washington, DC	**X**
GTA SALT Webinar	February 2020	Virtual	**X**
Seafood 2030 Panel	September 2020	Virtual	**X**
Traceability Traps & Triumphs Webinars	September 2020 (x2)	Virtual	**X**	
USAID's Marine Conservation & Sustainable Fisheries Community of Practice - Building Forward in Fisheries: Opportunities for transformation post-COVID	September 2020	Virtual	**X**

ICT4Fisheries 2019

SALT attended and presented at the ICT4Fisheries 2019 conference in Cape Town, South Africa, which explored how developments in information and communication technologies (ICT) can advance sustainability and traceability, especially for small-scale fisheries. SALT's presentation spoke to the global trends and lessons learned in eCDT and SALT's role in collecting and sharing these global lessons learned. SALT was also featured in the ICT4Fisheries video[15] following the event, which was created by two organizations actively involved in the SALT community: Abalobi and Blue Ventures. SALT also supported the travel of and presentation by Julie Robinson, from The Nature Conservancy (TNC) Belize. As SALT endeavors to raise visibility of women's participation and leadership in global eCDT efforts, SALT saw a unique opportunity to support her story being told at this global conference. Her presentation highlighted the Belize case study — and SALT site visit from 2019 — on using electronic traceability in artisanal lobster fisheries. To present the key takeaways from this conference to the SALT community, SALT collaborated with Future of Fish to write a blog featuring the notable takeaways.[16]

Korea Maritime Institute (KMI)

In November 2019, Sarah Caldwell presented to KMI on U.S. traceability landscape and SALT, which included a website demonstration. Audience participants included a mix of industry (primarily seafood exporters), government, NGO, and academic affiliates to KMI. There were 10 total presenters, including FishWise. The industry presenter was from Dongwon. Other presenters included KMI researchers, Korean University affiliates, and aquaculture cooperative

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[15] Abalobi Organisation, ABALOBI & BLUE VENTURES PRESENT #ICT4FISHERIES2019 (2019)
[16] SALT, ICT4Fisheries Conference: five traceability takeaways (2019)

reps. South Korea has been flagged by the U.S. as an IUU country in the 2019 NOAA report so there is interest by the Korean government to adopt amendments to their fisheries enforcement efforts and implement additional counter-IUU fishing measures country-wide. KMI could use the SALT community and resources to help advance its national efforts to adopt eCDT and expand its own import requirements. SALT plans to share the Comprehensive eCDT Principles with KMI next year.

Tokyo Sustainable Seafood Symposium

Last November, SALT participated in Japan's largest sustainable seafood conference to date. Ashley Greenley, who leads FishWise's Business Engagement Division, presented on a panel entitled, "Traceability and Regulation: Eliminating Illegal Seafood Products from the Market." The Tokyo Symposium panel was an opportune time to showcase the SALT website as an extensive global resource. Sharing the stage with Japanese and European colleagues from the seafood industry and non-profit sectors, Ashley spoke to SALT, recent U.S. legislation (Seafood Import Monitoring Program), and business efforts to disincentivize IUU products from entering seafood supply chains. The SALT blog[17] includes additional information.

CSIS Second Annual Ocean Security Forum

In January 2020, SALT presented at the Stephenson Ocean Security Project via the CSIS' Second Annual Ocean Security Forum.[18] The Stephenson Ocean Security project highlights how marine resource disputes drive instability in key regions of the globe. This year's forum focused on the ways the opacity obscuring activity on the ocean provides cover for crime, human rights abuses, and unsustainable resource exploitation offshore. The keynote conversations with Representative Jared Huffman and Vice Admiral Dan Abel, and two panels on the ocean impacts of China's Belt and Road Initiative and on human rights in the seafood industry. SALT's Chief of Party served as a panelist for the discussion "Improving Human Rights in the Seafood Supply Chain", highlighting the potential of traceability to improve worker welfare and mitigate risks to human and labor rights violations. Namely, SALT also highlighted FishWise's RISE project and the guidance they provide to industries to build more responsible supply chains. SALT presented alongside other nonprofits (Oceana, Pew, Ecotrust, WWF, Ocean Mind) that work to improve social responsibility in seafood supply chains. There were approximately 80 attendees spread across the two panels. In addition, SALT attended a high-level lunch to celebrate the Second Annual Ocean Security Forum that included more than 40 representatives.

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[17] SALT, Towards a Sustainable Future for Seafood in Japan (2020)
[18] CSIS, Second Annual Ocean Security Forum (2020)

USAID Roundtable on Private Sector Engagement in Organized Crime

In January 2020, SALT participated in a USAID Roundtable on Private Sector Engagement in Organized Crime, with attention to illicit supply chains. Here, SALT spoke to the connection between IUU fishing and organized crime, highlighting the human trafficking and other human rights violations that can occur in illicit supply chains. SALT advocated for traceability and increased transparency as tools to address both organized crime and mitigate social responsibility risks. This roundtable brought together approximately 40 participants from the private sector, USAID, U.S. government counterparts, and implementing partners. The points made during this roundtable were then used to create a synthesized white paper of the roundtable findings, which featured SALT.[19]

GTA SALT Webinar

In March 2020, SALT led a webinar for the GTA. There were 20 participants with representatives from industry including Metro, Sodexo, Aldi, New England Seafoods, and Bumble Bee. SALT was presented as a service for participants interested in working on traceability where they could find resources.

Seafood 2030 Panel

In September, FishWise and SALT led and participated on a panel entitled Supporting Government Investment to Address Supply Chain Risk and Social Issues as part of the Seafood 2030 conference. The conference was focused on opportunities to better align the significant investments in seafood sustainability made by the seafood industry and national governments and intergovernmental bodies. SALT's Comprehensive eCDT Principles were featured as an example of how risk can be reduced in supply chains by Traceability Division Director, Sara Lewis.

Other events not summarized here have been presented in other sections of the report. In addition to events SALT hosted or presented, SALT also traveled to or participated in a multitude of other events (which were all virtual after March and the advent of COVID-19). Much of the knowledge gleaned from these events informed SALT on organizational strategies and where the field of traceability was headed. In some instances, the events provided broader information that warranted sharing with SALT's community, as was the case of the Chatham House's 12th International IUU Fishing Forum[20] and the Schmidt Marine Technology Showcase[21]

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[19] MSI, Page 3, Strengthening Rule of Law Approaches to Address Organized Crime (2020)
[20] SALT, Thoughts from Chatham House's 12th International IUU Fishing Forum (2020)
[21] SALT, Technology Solutions to Ocean Challenges: Schmidt Marine Technology Showcase (2019)

that SALT shared in Story Hub. The topics of these events ranged from electronic monitoring and traceability technology, to policy changes, to COVID-19's effects, to evaluating collective impact and talking about failure.

COVID-19 Delays and Adaptations

When the COVID-19 pandemic progressed around the globe, it made in-person meetings impossible. SALT had intended to hold an in-person gathering to discuss the principles during the Seafood North America Expo in Boston in March 2020. Unfortunately, the Expo was initially postponed and then eventually canceled as was the Seafood Expo Global. As a result, the team pivoted to solely virtual meetings. SALT intended to host a side event for Capitol Hill Oceans Week but that was not possible this year given the online format.

3.3. Communication & Information Management (WS3)

Communication and information management are essential to SALT. They underlie the fundamental mission of SALT and how it approaches building networks for collaboration and learning, and ensuring that knowledge reaches the intended audience. In addition to stoking participation in events, this WS aims to expand SALT's network through online and in-person communication and sharing relevant information through the SALT website. A cornerstone of SALT is the online resource and learning hub that houses SALT resources, both created and curated, to exchange knowledge from around the world.

During Year 3, SALT expanded its communication and original products for specific audiences, though SALT's communication products are typically for a broader audience. With the goal to share valuable lessons and help rally connections between those working in the field, work was broken into three main categories: SALT's website, general communication approaches, and multimedia products.

3.3.1. Website Management (WS3.1) (A)

The primary focus of the website during the last year was to add and create content to keep it refreshed, while addressing bugs as SALT expanded pages and formats. SALT created a maintenance system for feedback that Epik Solutions addressed to improve the site. Some of these items included adding in a Google translate button and social media share buttons for

other parts of the site, clickable images for the resources, and many tweaks to optimize the backend and automate some processes. SALT's experience on this website build and the process beyond it helped SALT advise the RISE team at FishWise on lessons learned.

SALT works on the site nearly every day; expanding SALT's storehouse of resources in Dive Deeper, adding 89 in the last year, 23 additions to the Seascape, and 20 stories for Story Hub. In addition to aiming for two blogs each month, SALT also edited contributions from other FishWise colleagues (posts from events in Japan, Peru, and the United Kingdom), as well as outside contributors, such as Future of Fish and some of SALT's small grant recipients.

With the advent of COVID-19 and mid-project discussions, SALT decided that analyzing a fully functioning site for a year to gather trends would be more helpful before revamping anything SALT already built. Aside from needing time to know what SALT's viewers tend to access, SALT also needed to reevaluate after Pause and Reflect and the work plan for Year 4 to home in on audiences, what needed attention, and what capacity SALT had for website development. Rather than make any large renovations to the site (a complete overhaul was deemed unnecessary), SALT made deliberate decisions to alter certain parts of the website to make them more useful (i.e., improving the Seascape), and began compiling survey questions to introduce at the beginning of year 4. SALT is preserving the idea of focusing on how and what SALT will package so as to guide specific audiences through a more tailored learning experience. That may include website tutorials, but will certainly rely heavily on the feedback SALT gathers from users.

Website Metrics

With heavy promotion of SALT's site by our team and the SALT community, along with media coverage mentions, such as from Food Navigator[22], the website viewership grew quickly. The first month SALT had over 750 new users in 70 countries. In a year, SALT gained 5,009 unique visitors from 124 countries (see Figure 15). Less than half are located in the U.S. The home page had the most opens, followed by SALT's resource hub, Dive Deeper, and Seascape map, indicating that SALT's knowledge-curation tools are generating the most interest.

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[22] Food Navigator, SALT: Removing the 'veil of unlawful behaviour' in the seafood supply chain (2019)

Figure 15: New Website Users by Country

1   2,541
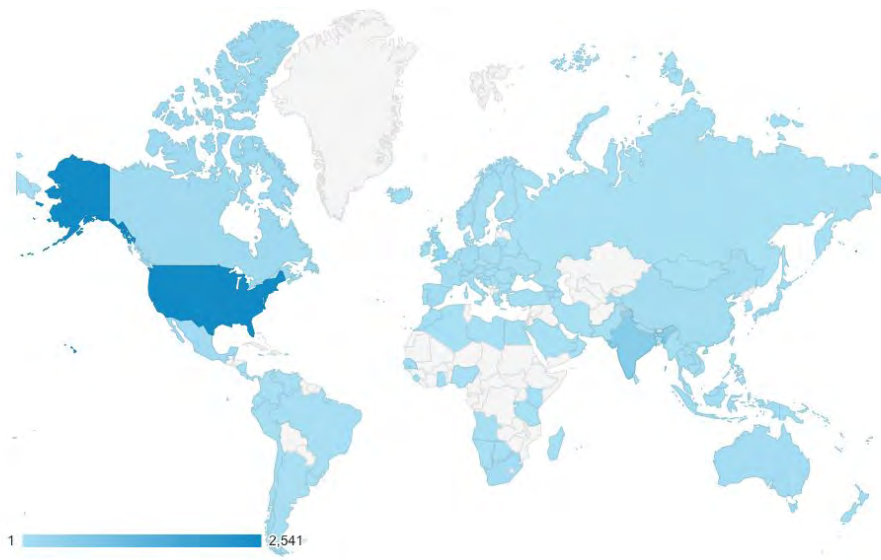
3.3.2. SALT General Communications (WS3.2) (A)

SALT, with added staff, upped its general communication efforts to promote the website, connect more to the SALT community, and exhibit a consistent presence on social media. SALT encountered situations where terms needed more internal or external refining (e.g. "seafood producing countries"), or unforeseen partner products required SALT to update the Branding and Marking plan.

SALT also met with groups like GDST and Future of Fish to agree on ways to support each other's communications, such as promoting the rollout of GDST's global traceability standards. Additionally, SALT collaborated internally at FishWise, to present to staff on guidelines for ideal video and photo capture.

Newsletter

After custom coding a newsletter through SALT's contact management system, SALT disseminated a series of newsletters to the SALT community. The newsletters include links to the SALT website and spotlight upcoming community events, projects, resources, news, and imagery. SALT started with a quarterly newsletter, The SALT Shaker, which launched in January. However, with the amount of news and content regularly added to the SALT website, SALT began a monthly communication letter in June, The SALT 'Site Roundup, to share SALT's work with more consistency and focus on additions to the SALT website. This freed up more space for the quarterly newsletter to focus on work from SALT's partners and the community.

SALT also created an automatic confirmation email welcoming new subscribers to the SALT community. The welcome email includes invitations to get involved with the SALT community including joining the LinkedIn community group, submitting a resource for the Dive Deeper Library, or entering their traceability project for the Seascape map.

The newsletters have been well received by the SALT community. The number of subscribers has grown steadily from just over 800 subscribers in January to nearly 900 in September. The quarterly newsletter boasts an average unique open rate of about 31% with the monthly updates slightly lower at about 21%. The average unique click rates are about 5% for the quarterly updates and about 7% for the monthly updates. For reference, according to Mailchimp [23] the average open and click rates across all industries are 21.33% and 2.62% respectively. 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.

Figure 16: September "SALT 'Site Roundup" Opens by Location

Scale Percentage for Open Location

Note: Email opens from unknown location - 6
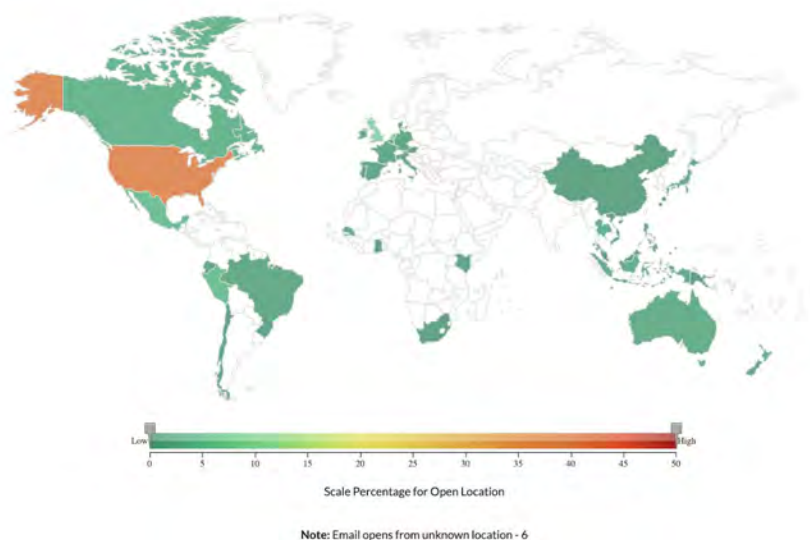
SALT also experimented with new platforms such as Wakelet to consolidate reports and articles on specific topics such as seafood traceability and the effects of COVID-19 on the seafood industry. This tool has made it easier for the SALT community to access important information on a range of topics. In year 3 SALT also streamlined the system for direct correspondence with the SALT community using Zoho Desk. The SALT@fishwise.org address now feeds into a ticketing system, allowing the SALT team to more efficiently respond to incoming requests and questions.

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[23] Mailchimp, Email Marketing Benchmarks and Statistics by Industry (2019)

Social Media

SALT's primary goal for engaging in social media is to circulate and receive important reports, events, and other resources for groups who are working to solve problems plaguing traceability initiatives worldwide. To further these goals SALT has maintained a consistent social media presence on LinkedIn and Twitter where much of SALT's target audiences, industry, NGOs, and government are present. SALT's social media presence is cultivated by curating and producing content at least 5 days per week on both platforms, resulting in a significant growth of followers and engagements. For example, SALT added about 22 followers per month on Twitter (about one each day of the work week), and about 49 new followers per month on LinkedIn. SALT has also received some direct positive feedback from followers on social media. For example, when SALT shared a press release regarding the USAID Oceans and Fisheries Partnership closeout event in January, their Chief of Party John Parks commented thanking SALT for its efforts (Figure 17). Additional social media successes are described in table 5 below.

Figure 17: Key Engagement on Social Media

Figure 18: LinkedIn Followers by Location (Top 10)

Top locations	Followers	% of Followers
San Francisco Bay Area	31	9.37%
Greater New York City Area	17	5.14%
London, United Kingdom	16	4.83%
Johannesburg Area, South Africa	15	4.53%
Greater Boston Area	13	3.93%
Greater Seattle Area	12	3.63%
Washington D.C. Metro Area	12	3.63%
Sydney, Australia	10	3.02%
Greater San Diego Area	8	2.42%
Greater Los Angeles Area	7	2.11%
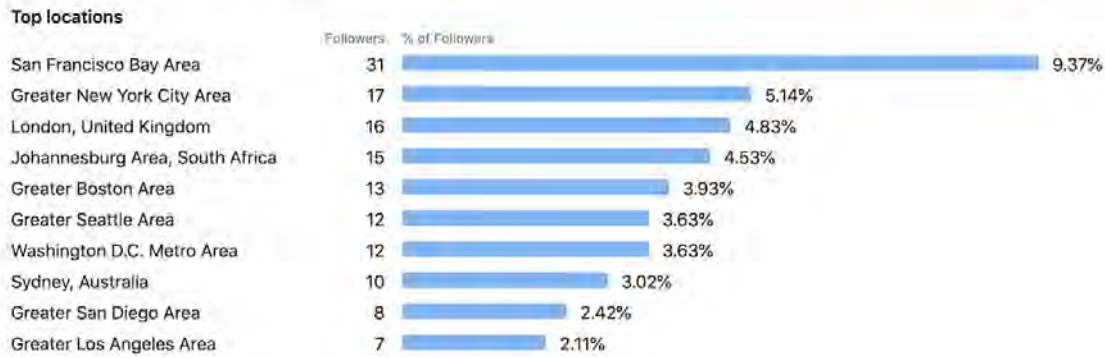
Figure 19: LinkedIn Followers by Industry (Top 10)

Top industries	Followers	% of Followers
Fishery	77	13.14%
Nonprofit Organization Managem...	50	8.53%
Environmental Services	39	6.66%
Food Production	33	5.63%
Higher Education	27	4.61%
Research	23	3.92%
Government Administration	23	3.92%
Information Technology and Servi...	20	3.41%
International Trade and Developm...	20	3.41%
Food & Beverages	16	2.73%
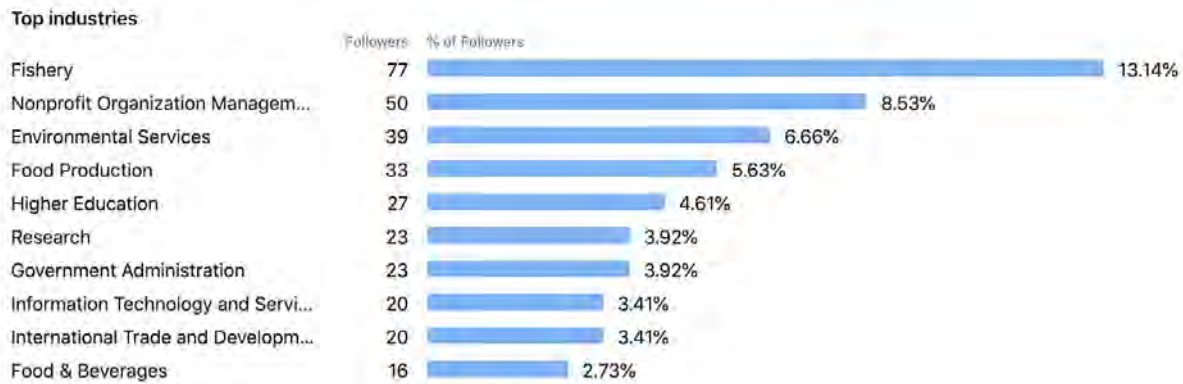
SALT has also continued to promote a LinkedIn group to support communication and connection within the SALT community. However, group participation remains relatively low at 68 members and all but one of the content posts have originated from SALT staff.

In an attempt to further SALT's reach on social media, SALT experimented with one paid promotional campaign in mid-May on both Twitter and LinkedIn. The result was an increase in impressions, but did not increase followers, engagement, or traffic to the website. SALT plans to continue assessing paid promotions in year 4 as a means of expanding the SALT community and sharing seafood traceability resources more broadly.

Due in part to the heavy visual focus, and more general audience of Instagram, SALT has been less active on that platform. However, the graphics mentioned below have provided SALT with a strong library of potential content and SALT anticipates posting to Instagram at least once per month in year 4.

Table 5: Average Monthly SALT Social Media Metrics January - September 2020

Twitter	
Posts (Does not include content SALT retweeted)	18
Retweets of SALT Content	22
Engagement (Includes clicks, likes, comments, retweets, and follows)	235
Engagement Rate (Calculated using impressions)	2%
Impressions (Number of times SALT content appears on a screen)	14,632
New Followers	22
Follower Growth Rate	5%
Total Followers by end of Year 3	622
Percentage of SALT Website Sessions Originating from Twitter	5%
LinkedIn	
Posts	24
Shares for SALT Content	14
Engagement (Includes clicks, likes, comments, shares, and follows)	244
Engagement Rate (Calculated using impressions)	8%
Impressions (Number of times SALT content appears on a screen)	4,550
New Followers	49
Follower Growth Rate	13%
Total Followers by end of Year 3	605
Percentage of SALT Website Sessions Originating from LinkedIn	6%
Instagram	
Posts	0.3
Sharing of SALT Content	0.2

Engagement (Includes clicks, likes, comments, shares, and follows)	2
Engagement Rate (Calculated using impressions)	5%
Impressions (Number of times SALT content appears on a screen)	16
New Followers	5
Follower Growth Rate	5%
Total Followers by end of Year 3	107
Percentage of SALT Website Sessions Originating from Instagram	0.1%

As seen in the table above, SALT's social media platforms also serve to drive traffic to additional seafood traceability content on the SALT website. For example, when promoting resources on social media, SALT intentionally links to the Dive Deeper database whenever possible to bring in more traffic, rather than linking to the original location of the resource. Overall, in year 3, SALT social media has accounted for 1,010 referrals to the SALT website, or about 11% of all website sessions.

Community Collaborations

SALT had many opportunities for cross-promotion, a win-win for SALT and its partners. In addition, SALT called on FishWise staff from the Social Responsibility Division to brainstorm how to cross-promote the RISE and SALT sites and how to frame traceability so that the groups have similar messaging. The groups also gave feedback on how to integrate workers into SALT's supply chain graphic.

- GDST: They expressed that WWF's platform was not ideal to be pushing traceability details, but that they were glad SALT had a platform with a more specific audience. SALT wrote a joint statement in support of the GDST standards rollout. In addition, SALT hosted an #askGDST Question and Answer on SALT's LinkedIn for people to submit questions about the release of the standards. GDST used the questions and responses from this Q&A on their website[24].
- Future of Fish: SALT met with Future of Fish to agree on cross-promoting their work on data modernization, which meant re-posting their story and asking SALT's community to respond.

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[24] GDST, Questions & Answers (2020)

- Small Grants:
  - Called for applications on social media & sent to community mailing list
  - Added recipients to SALT webpage, promoted on social media, and newsletter, provided recipients with sample language to facilitate their sharing through their networks.
  - Designed Small Grant update survey, including request for an introductory blog, to be followed by other communication materials on a bi-monthly basis
  - Drafted USAID/funder logo use guidance for recipients
- USAID Oceans:[25] USAID Oceans compiled their case studies into one cohesive document, for which SALT wrote the introduction, highlighting the global implications of these regional findings. Specifically, SALT highlighted eCDT technology, the range of solutions available, and the overarching benefits that extend across case studies and technology.
- Ocean Outcomes: SALT shared Ocean Outcomes' request for information on social media, and sent to SALT's community mailing list

3.3.3. Tailored Multimedia Products (WS3.3) (A)

Belize Stories

Upon returning from Belize, SALT realized its goal to meet with many groups was instrumental in advancing traceability knowledge[26] between all the groups; SALT's meetings and questions also illuminated issues for the project's collaborators. On that note, SALT approached ThisFish on SALT's observations of how the Coop had been incorporating their traceability technology and why they were still using paper. SALT approached Chief Executive Officer Eric Enno Tamm (he had never seen the operation in person) on the technological problems the Coop was facing and their frustration at not being able to contact ThisFish on the phone. He explained they did not have the capacity to be available by phone for every client issue, and his first reaction was that it was probably due to user error. SALT stitched video together of the operation that spotlighted some of the hardware or software issues to further the conversation and help both sides troubleshoot a problem so that buy-in was still strong. That video helped resolve some of the problems, and SALT received the following feedback:

"We believe that the slowness is related to the Samsung Tablets which are cheap 2014 models. We've been using them everywhere because they are very affordable, but a 5 year old tablet is

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[25] USAID Oceans and Fisheries Partnership, Business Benefits of Electronic Catch Documentation and Traceability Technologies (2020)

[26] SALT, Trekking to the Tropics for Traceability (updated Sept 2020 with video) (2019)

ancient by tech standards. Samsung has a new 2019 8 inch which is 1 inch bigger. Our support engineer is going to review all this and then likely make a recommendation to NFC [National Fishers Coop] for a hardware upgrade of their tablets or at least the tablets that need to be very responsive.

I really appreciate the extra effort you made to help put this video together and provide us with candid, valuable feedback. Very appreciative."

Upon receiving the background video footage of Belize at the end of 2019 from another company, and finalizing a trip and story from the Philippines in early 2020, SALT focused on creating another Belize learning product. To avoid an extended time frame for creating a highly produced video that was heavily reliant on outside footage and would incur large delays in government approvals and multiple layers of editing, SALT chose to work from one interview to create a Q&A. This video interview of Julie Robinson at TNC highlighted the trials and tribulations[27] of the entire project. SALT pushed the video out around SALT's Traps and Triumphs webinars, gaining around 40 views on the first day, and will continue to promote it by breaking it into several 1-2-minute Q&As for social media.

Webinars

SALT hosted and participated in several webinars in year 3. SALT capitalized on these appearances to connect and foster collaboration within the SALT community. Please see sections 3.1.3. Traceability Traps and Triumphs Learning Events, 3.2.7. Event Participation & Capture, above, and section 4.1.1., 8.3) # of relevant sessions at global meetings linking eCDT and human and labor rights below for further information regarding these online events.

Graphics / eCDT Graphic

The support of a graphic designer in Year 3 allowed SALT to augment communication efforts and branding. Initially contracted to design the quarterly SALT newsletter and the first three Overcoming Barriers blogs, SALT promptly expanded the contract to include promotional graphics, a SALT slide deck template, and a redesign of the USAID Oceans Catch 101 infographic.

The design of the quarterly SALT Shaker newsletter was instrumental in engaging the SALT community more regularly outside of events. As shown in the metrics above the SALT

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[27] SALT, Tracing Lobster in Belize (2020)

newsletter has been a successful way to engage hundreds of participants in the SALT community and share important seafood traceability information.

As mentioned above, the promotional graphics have boosted SALT's visual presence on social media. The custom Traceability Traps & Triumphs graphic (Figure 7) supported SALT in more effectively branding and promoting the event. The four eye-catching graphics in Figure 20 below, one each for Dive Deeper, Get Involved, Seascape, and Story Hub are designed to call attention to SALT resources and drive users to the SALT website. Additionally, SALT prepared a graphic for the "A Dash of SALT" podcast described below, coming in year 4 (Figure 21). SALT also plans to create simple informational graphics in year 4 to engage social media followers in discussions around key topics including seafood traceability, IUU fishing, human rights, and electronic monitoring.

Figure 20: SALT Website Promotional Graphics
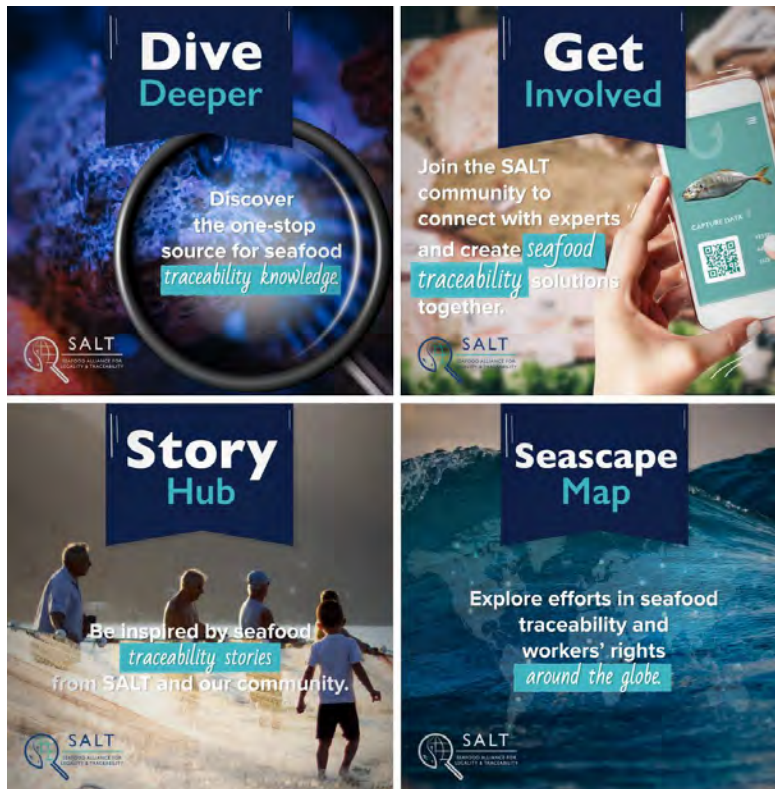
Figure 21: Custom Graphic for SALT's Upcoming Podcast "A Dash of SALT"
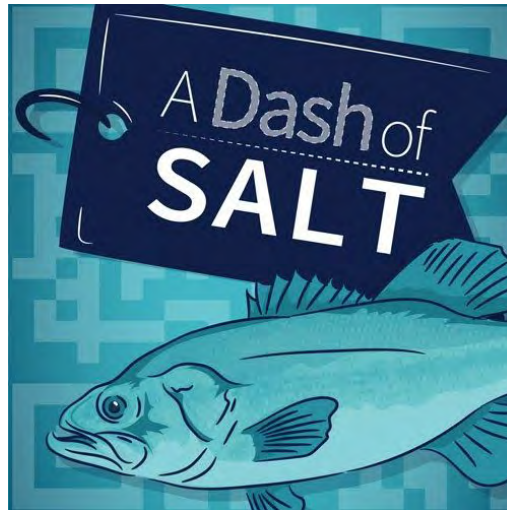
To further communicate the value of eCDT and the future uptake of SALT's Comprehensive eCDT Principles, SALT worked with a graphic designer to combine previous concepts presented by USAID Oceans in the Bait to Plate and Catch Documentation and Traceability Technology graphics. SALT's updated graphic (Figure 22) includes new language addressing 1) the inclusion of social responsibility KDEs at point of harvest, 2) traceability's potential for flagging IUU fishing practices, and 3) the benefit of verifiable data to assess sustainability. Although adapted from USAID Oceans, these additional concepts now reflect the mindset of SALT and demonstrate how eCDT can be used to uncover the traditionally opaque seafood supply chain. This updated infographic replaced the USAID's Oceans graphic on the "Our Focus"[28] page of the SALT website and is available as a resource on Dive Deeper.[29]

Figure 22: 'From Bait to Plate' Infographic

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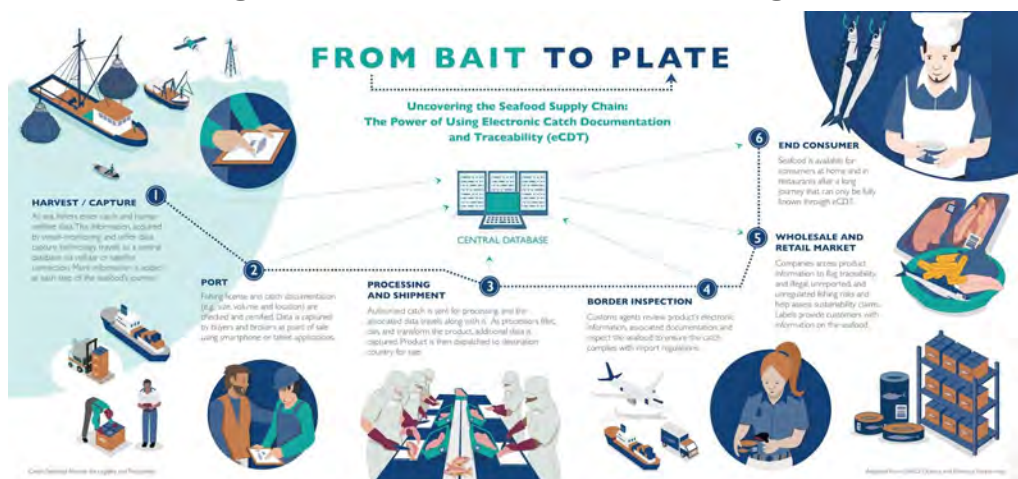
[28] SALT, Our Focus (2019)
[29] SALT, Bait to Plate (2020)

SALT revamped the one-pager to add in new graphics and text, but USAID and SALT decided that exercise would be better suited after the Pause and Reflect sessions to decide how to frame it. Without knowing what SALT would propose for the next few years of work and the new USAID Latin America and Caribbean Bureau funding, SALT decided to finish the changes to the one-pager in early Year 4 with the new information and approved framing.

SALT's slide deck was polished at the end of the fiscal year to give us an editable template to launch presentations that felt more branded. It includes basic explanations of SALT along with updated graphics. Farid Maruf and Jenny Barker used some slides for their SALT presentations in late September.

Figure 23: SALT's New Presentation Template

The templates for SALT's Overcoming Barriers five-part series included graphic design components and design layout (see section 3.2.3., Industry).

SALT concocted more graphic ideas that will be helpful products in the 4th year. Thus, SALT has more slated for 2020 that were conceptualized in Year 3 (e.g. interactive tuna supply chain).

Other Site Visit Products

SALT supported the USAID Oceans and Fisheries Partnership in the Philippines by attending their closeout event (see section 2.6) and learning in detail how their eCDT system works. Aside from taking photos and conducting 17 interviews, SALT produced a researched gender

story from the visit. USAID Oceans in turn, helped boost the story,[30] which received nearly 2000 impressions on social media and 64 total engagements. The genderaquafish group also pushed it into their circles.

In addition, SALT created its first podcast, A Dash of SALT, from an interview with a FishWise expert in social responsibility, Jen Cole, on how traceability can support social responsibility. COVID-19 forced a not so ideal remote interview, and while that will be the set up for the unforeseeable future, it was easiest to experiment within FishWise. SALT has three more topics to

Figure 24: USAID Oceans Shares SALT's Story

build on for the social responsibility theme, but with the busy schedules of FishWise's Social Responsibility Division, additional interviews have been put on hold. SALT intends to have a few interviews completed and ready to publish before releasing the first episode in order to avoid big gaps between the initial installments. In addition, SALT was connected with a Pew IUU specialist to discuss work on eCDT, import controls, and risk areas for IUU in the supply chain that SALT will follow up with in the 4th year.

3.4. Governance & Project Management

3.4.1. Staffing

Management of staff and resources is an important part of implementing a USAID cooperative agreement. In order to be effective in technical implementation, operational compliance and staff management must be a priority. SALT works to implement the program with staff in California, Colorado, and Washington, DC.

Jenny Barker and Amy West remain key personnel on the contract. One full-time senior staff member left SALT in early 2020. To fill this gap, FishWise's Traceability Division Director took over leading the project spearheaded by the departing staff member and additional responsibilities were assumed by existing SALT staff. Additionally, to increase SALT's programmatic capacity, SALT hired a part-time Project Manager split between SALT and the Traceability Division at FishWise. SALT has also increasingly leveraged the expertise of other

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[30] SEAFDEC The Oceans and Fisheries Partnership, Paving over the Global Gender Gap in Fisheries: Dispatch from the Philippines (2020)

FishWise staff, involving social responsibility experts and traceability policy experts where needed. To ensure the greatest success of SALT activities, SALT will continue to draw on the expertise of other FishWise staff in Years 4-5.

Figure 25: SALT Year 3 Organizational Chart
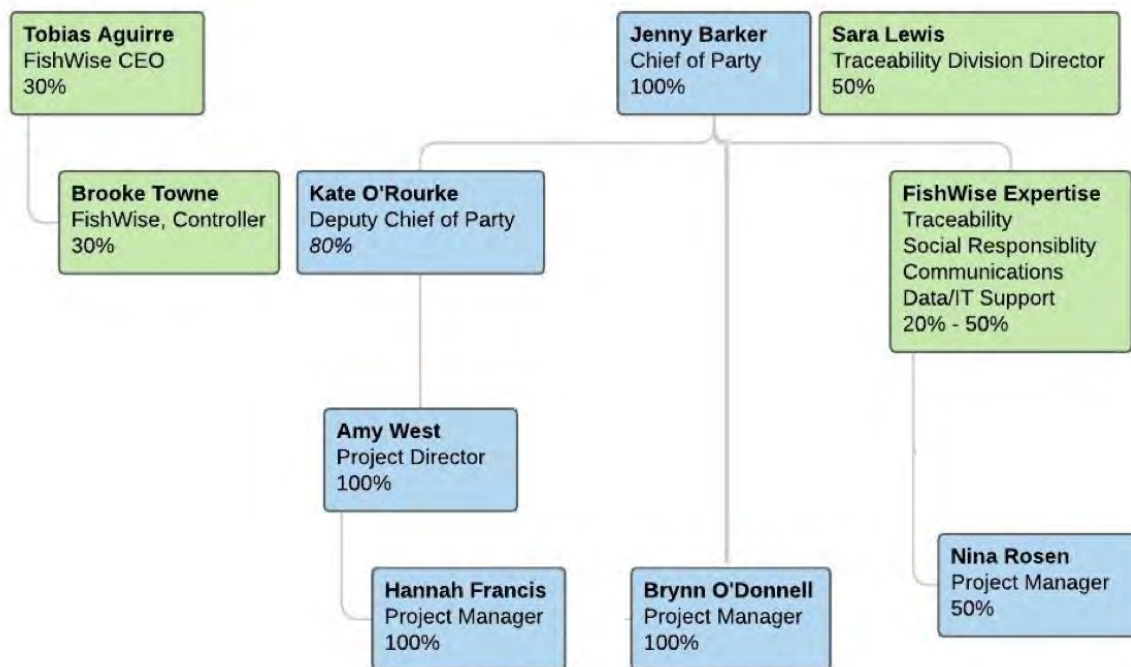
The SALT team continued to use their remote working systems to maintain continuity during the shutdown of the FishWise office. This included continuing to rely on the Google Team Drive to organize the entire SALT project, the use of Zoho for customer relationship management (CRM), Podio for procurement, and Zoom and Google Hangouts for meetings.

Planned in-person meetings were moved to online forums such as the SALT Pause & Reflect due to COVID-19.

Consultant expertise was acquired by hiring Farid Maruf as a Traceability Advisor. Mr. Maruf provided high-level technical review and guidance on topics related to electronic traceability and conducted a desk review and analysis on the role of electronic traceability systems in a time of crisis. In Year 3, Mr. Maruf completed his desk review on COVID-19 and the opportunities for traceability systems. He presented preliminary findings at a USAID-hosted webinar for USAID and mission staff, as well as implementing partners. He also attended virtual meetings, reviewed data collection tools for SALT grantee MCD, and provided feedback on the

Comprehensive eCDT Principles, the Mapping the Barriers Series, and the SALT ArcGIS Story Map of the electronic traceability system in the Philippines.

3.4.2. Governance

At the beginning, SALT developed a governance and support structure to guide it. While the Co-Design Advisory Committee was a primary support in Year 1 due to the nature of development of work, the work of SALT was designed and guided at a higher level by a Coordination Committee consisting of representatives from FishWise, USAID, the Walton Family Foundation, David and Lucile Packard Foundation, and Gordon and Betty Moore Foundation. With USAID as lead for Coordination Committee meetings and efforts overall, FishWise has supported meetings quarterly.

With several donors involved, FishWise continues to grow in knowledge and capability. With the support of the SALT Operations Advisor and the FishWise team, FishWise received the Follow-Up Accounting System Survey official report in the last quarter of Year 2. Based on the follow-up review, Mr. McNeil of USAID found that FishWise has corrected the essential findings identified in USAID's original pre-award survey conducted in April 2017. The report found that FishWise's accounting system is adequate to manage USAID awards, the highest rating an implementing partner can receive. This updated status meant that FiseWise was able to apply for a letter of credit (LOC) in Year 3. A LOC allows FishWise to utilize the federal payment management system (PMS), request advanced funding, eliminate the need for SF270 reporting, and allows for financial fluidity in the event of a government shutdown. The LOC was approved by SALT's Agreement Officer and Agreement Officer Representative and SALT began using LOC and PMS in the first quarter of Year 3.

Relationship and client management during this type of project is important. The SALT USAID Agreement Officer Representative and FishWise continue to have a strong, collaborative relationship. While both parties try to navigate the parameters of implementing this unique agreement during a unique time, there has been open and consistent dialogue to navigate the space and keep a positive working relationship.

In the past year, SALT added several members to the Advisory Committee. In Year 2, SALT transitioned the Co-Design Advisory Committee to an Advisory Committee consisting of leaders from government, philanthropy, industry, and civil society with many organizations transitioning from the Co-Design Committee to the Advisory Committee. SALT sought to improve engagement via participation in the Advisory Committee, including the expansion to include independent experts Francisco Blaha and Richard Stavis. SALT industry partner Anova

Food supported the Advisory Committee for most of the year with the representative transitioning to a new position at the Seafood Stewardship Index. Anova has not replaced this position yet and Helen Packer has retained her position on the committee. A complete list of the Advisory Committee membership over the life of the project is included below (Table 6).

Table 6: Members of the SALT Advisory Committee

SALT Co-Design Advisory Committee Year 1	SALT Advisory Committee Year 2	SALT Advisory Committee Year 3
Embassy of Japan	Embassy of Japan	Embassy of Japan (TBD)
Environmental Justice Foundation	Environmental Justice Foundation	Environmental Justice Foundation
EU	EU	EU
Future of Fish	Future of Fish	Future of Fish
Moore Foundation*	Moore Foundation*	Moore Foundation*
NOAA	NOAA	NOAA
North Atlantic, Inc. / Bali Seafood Initiative	North Atlantic, Inc.	
Packard Foundation*	Packard Foundation*	Packard Foundation*
State Department	State Department	State Department
Thai Union		
USAID*	USAID*	USAID*
Walton Family Foundation*	Walton Family Foundation*	Walton Family Foundation*
WWF	WWF	WWF
	ANOVA Food LLC	*ANOVA Foods LLC representative moved to Seafood Stewardship Index and the position has not been refilled.*
	CSIS	CSIS
	Marine Stewardship Council	Marine Stewardship Council
		Francisco Blaha (Expert)
		GTA

		Richard Stavis (Expert)
		Seafood Stewardship Index
		Virgil Group, LLC
		**FAO has been represented on several calls this year although not a formal member of the committee

* SALT founding GDA partner
** Unofficial participant

SALT Initial Environmental Examination

SALT initiated an amendment to the Initial Environmental Examination for the three small grant activities added to SALT's portfolio in Year 3. The updated Initial Environmental Examination 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 during programming in Year 4 & 5.

4. Monitoring, Evaluation, and Learning

All information outlined above was monitored for performance metrics and learning opportunities, to ensure SALT was achieving its key results and working to manifest its theory of change. Although some of these metrics are noted above, this section includes a more detailed look at the third year of the SALT project, with particular focus on SALT's key results and outcomes.

The key results and outcomes discussed below were set to be reported on at the end of Year 3, or on an annual basis. This report will only address the work that occurred in Year 3

towards these outcomes, and will not address the other key results and outcomes uniquely associated with either past work in Years 1-2, or future work in Years 4-5.

During Year 3, SALT reflected on the efficacy of the current MEL plan in tracking the appropriate key results, and their associated identifiers, to measure SALT's progress along its theory of change. For a span of nearly four months, SALT met with MI2 approximately bi-weekly to plan for a Pause & Reflect workshop. One of the activities of this workshop included an assessment of the effectiveness and relevance of the existing MEL plan. To conduct this assessment, SALT, in collaboration with MI2, designed a survey for designated stakeholder groups and crafted questions for key informant interviews. SALT also conducted a mid-year assessment of progress towards its Key Results. Based on the recommendations from this workshop as well as earlier findings and conversations, SALT updated the MEL plan for Years 4-5. For more information on SALT's plan for monitoring, evaluating, and learning in Years 4-5, please refer to the SALT MEL Years 4-5 plan.

Table 7: Year 3 and Annual Key Results and Outcomes

Note: Key Result 2 and its respective outcome, as well as Outcome 8.1, are not listed as they were set to be reported in years other than Year 3.

Key Results	Outcomes
Key Result 1: Knowledge sharing platform established and in use by stakeholders	1.1: By June 2019, the knowledge sharing platform is operational* *live, functional, & accessible" 1.2: By September 2022, 1000 unique stakeholders will have visited the platform, including key stakeholders (industry and seafood producing countries including govts, NGOs, and also industry)
Key Result 3: New SALT stakeholders engaged	3.1: By September 2022, 200 new stakeholders will be engaged in SALT.
Key Result 4: SALT stakeholders' engagement and empowerment to take collaborative action increased	4.1: By September 2022, 15% of stakeholders engaged with SALT are at the 'Share' stage or beyond in SALT's Spectrum of Engagement.
Key Result 5: Other traceability collective actions implemented	5.1: By September 2022, there is evidence of increasing action by SALT stakeholders that is furthering SALT's objectives.
Key Result 6: Stakeholder-specific value proposition products or cases for traceability developed	6.1: By September 2022, SALT will have developed two products on the value of eCDT for key stakeholder groups.
Key Result 7: Principles for developing comprehensive	7.1: By September 2020, principles for best practices

and dynamic eCDT are created	for comprehensive and dynamic eCDT will have been produced, including review of existing eCDT efforts incorporated into SALT's developed traceability principles
Key Result 8: Principles incorporated into eCD and/or traceability systems including human and labor rights for all seafood workers, food security, livelihoods, and well-being	8.2: By September 2022, SALT will have produced and shared materials linked to human and labor rights for eCDT. 8.3: # of relevant sessions at global meetings linking eCDT and human and labor rights

Indicators used to measure progress towards these outcomes can be found in section 4.1.1. below.

4.1. Year 3 Progress

The following section covers SALT's progress towards meeting its key outcomes and indicators, highlighting what activities or approaches have been successful and identifying the barriers, if any, to meeting the established targets.

4.1.1. Key Outcomes

Outcome 1.1 and 8.1 are not discussed below, as they refer to outcomes either met in earlier years of the project, or outcomes to be met in Years 4-5.

Outcome 1.2: By September 2022, 1,000 unique stakeholders will have visited the website, including key stakeholders (industry and seafood producing country governments and NGOs)

Indicator	Target	Result
1.2) # of unique visitors and downloads on SALT platform/website	Year 3: 250 LOP: 1,000	Year 3: 5,009 LOP: 5,699

SALT aimed to have 1,000 unique visitors come to the SALT website by the end of the project, which would translate to approximately 250/year. In SALT's first year of having the website live, over 5,000 unique visitors came to the site, quintupling SALT's end of project goal within just Year 3. This can be attributed to SALT's multi-pronged approach to promoting the website. Throughout the year, SALT featured the website in all of its communications, tailoring the messaging as needed to highlight the relevant resources on the website and featuring the website url in external presentations.

Overall, there were 5,009 unique visitors to the website, 1,008 (16.8%) of which came back to the site either one or more times, demonstrating that the website has served as a tool that the SALT community finds worthwhile to return to. This is a testament to the work of the SALT team to keep the website updated and relevant with new resources, efforts, events, and stories.

Visitors from over 124 countries came to the site in Year 3 (Figure 15 above). The U.S. made up just under half of those visitors (2,483 visitors; ~50% of total), followed subsequently by India (10%), the United Kingdom (4%), and Canada (3%). Seafood producing countries are a key target for SALT, and they were also well represented with users to the site. The seafood producing countries with the most users were Mexico, Indonesia, Thailand, and the Philippines. Overall, seafood producing countries made up approximately 10% (~480) of the unique visitors to the SALT website in Year 3. On June 24, SALT added a Google Translate button to the website that allowed for the translation of text on the website into all of the languages supported by Google Translate (108 languages), which may have contributed to the appeal of the SALT website to traffic from non-English speaking countries. The widespread use and high numbers of unique visitors to SALT's website demonstrates that the website is an important resource for SALT to continue to expand and a critical hub for sharing the knowledge SALT captures from its own projects and from community members.

In addition to tracking unique visitors, SALT tracks resource downloads from Dive Deeper, the website's traceability resource repository. There were 1,331 resources downloaded from Dive Deeper in Year 3. The most downloaded resources were SALT's original products from the Overcoming Barriers series: Economic Benefits of Electronic Traceability, Speaking a Common Language Through Interoperability, and Indirect Benefits of Electronic Traceability. These three resources were downloaded 133 times collectively and made up approximately 10% of all resource downloads from Dive Deeper. This shows that there is an appetite from the community for original SALT products that distill and synthesize key findings from other literature, tailoring it to SALT's key audience groups. It is also worth noting that SALT was not able to reliably track resource downloads until March 2020, missing a substantial portion of Year 3. Therefore, it is likely that the resource downloads were actually much higher.

In Year 4, SALT staff will continue to track online analytics at regular intervals to adaptively manage the website as needed. In addition to tracking unique visitors, downloads, and submissions of resources or efforts, SALT also regularly tracks the most popular pages and search queries that are applied in the search bar. By staying abreast of how the community is using the website, SALT can adapt and modify the website as needed to best fill the community's needs. Additionally, SALT will conduct a user survey of the website in Year 4 to gather insight into how visitors navigate the website, which features they find most useful, and which features should be revamped to be more applicable.

Outcome 3.1: By September 2022, 200 new stakeholders will be engaged in SALT

Indicator	Target	Result
3.1) # of new stakeholders attending SALT led events, registering their interest, and participating in collaborative actions developed under SALT	Year 3: 50 LOP: 200	Years 1-3: 1,063

In Year 3, equipped with the website and growing credibility, SALT was able to significantly grow its community. Through increasing its email communications, conducting targeted social media efforts, liaising individually with interested stakeholders, and hosting virtual events, SALT has solidified its role as a central hub for the traceability community. In all, SALT's community at the end of Year 3 was made up of 1,063 individuals. This is the cumulative total of all stakeholders engaged in SALT over Years 1-3. This number can operate as a baseline for engagement in Years 4 and 5.

SALT measured new stakeholder participation whenever someone intentionally engaged with SALT or SALT activities. For instance, new stakeholder participation in the SALT community was tracked when someone signed up for the newsletter, attended a virtual event, reached out to SALT for specific traceability guidance, or submitted a contribution to the website. SALT monitored stakeholder participation using Zoho, FishWise's new CRM software, and a Connections Log completed by staff.

The 1,063 members of the SALT Community are from an array of stakeholder groups (Figure 26). The most represented stakeholder groups were NGOs (at 32%), followed by 'Other' (at 17%) which is primarily made up of consultant groups and trade associations that SALT intends to further disaggregate in Year 4. The seafood industry, one of SALT's key stakeholder groups, comprises representatives from seafood suppliers, processors, retailers, and fishers. Although disaggregated below, when summed together seafood industry stakeholders represent approximately 10% of the SALT community—the third most represented stakeholder group. The prominence of the seafood industry in the SALT community reflects SALT's intentional activities in Year 3 to better engage and serve the interests of this group, such as targeting them through tailored resources and forming strategic partnerships with industry associations. In the past year, SALT has also strived to engage its other key audience: government representatives from seafood producing countries. In Year 3, SALT was able to vastly improve engagement with this group and they now constitute approximately 8% of the SALT community. SALT was able to further engage this target audience through conducting site visits, engaging NGOs, and awarding two small grants in seafood producing regions.

Figure 26: SALT Stakeholder Groups

Legend:
- Academia
- Certification Organization
- Financial Services
- Fisher
- Government from seafood-consuming country
- Government from seafood-producing country
- Multilateral Organization
- NGO
- Other
- Philanthropic funder/donor
- Seafood processor
- Seafood retailer
- Seafood supplier
- Technology
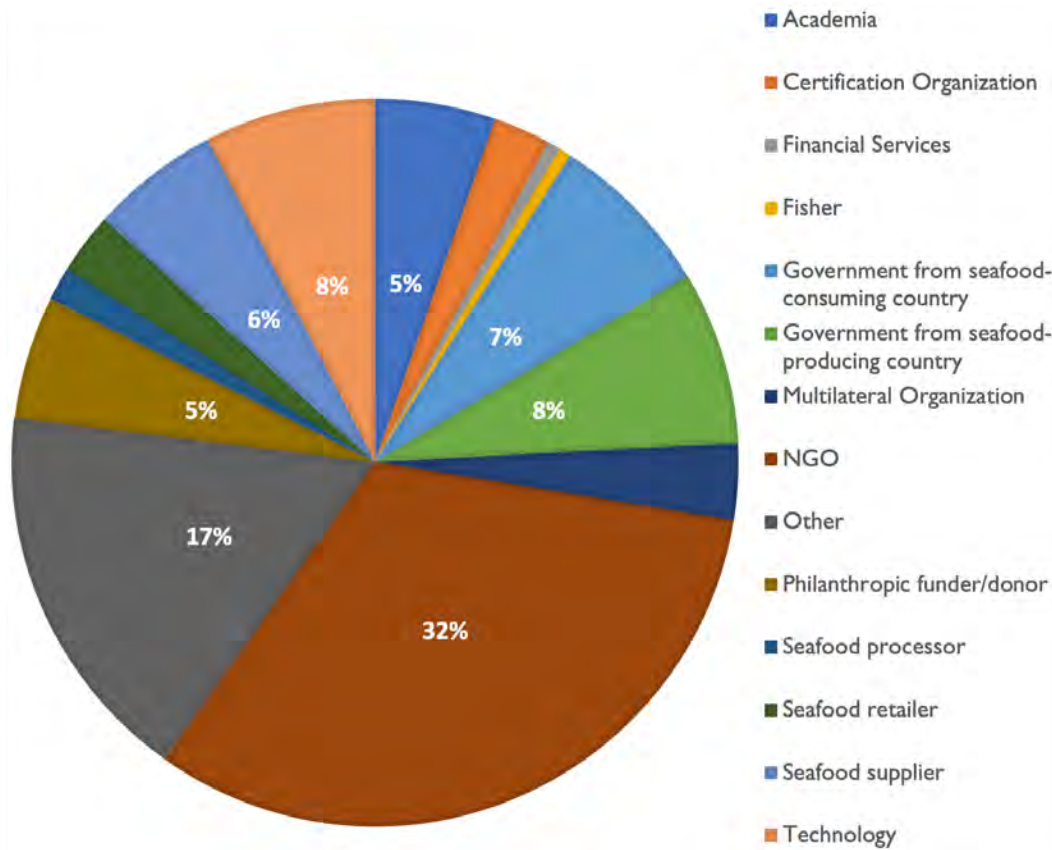
SALT will continue to track the number of new stakeholders joining the SALT community using similar methods as in Year 3, leveraging the automation of FishWise's CRM where possible.

Outcome 4.1: By September 2022, 15% of stakeholders engaged with SALT are at the 'Share' stage or beyond in SALT's Spectrum of Engagement.

Indicator	Target	Result
4.1) % of stakeholders indicating their level of engagement increased	LOP: 15%	Year 3: 50%

Whereas the previous indicator (3.1) looked at the breadth of the growing SALT community, this indicator addresses the depth of engagement using SALT's Spectrum of Engagement (SoE) (Figure 27, Table 8). The SoE is used to measure how the members of the SALT community increase their engagement with SALT and SALT 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 in the community, the community would be more

empowered to collectively take collaborative action around improving traceability. For detailed descriptions of the five tiers of the SoE, please refer to SALT's MEL Years 4-5 plan.

Figure 27: Visual Representation of SALT's SoE

Table 8: SALT's SoE - Year 3

SoE Tier	Actions/Activities
Connect	- Share your name, organization, contact information with SALT - Receive updates on what is happening in the SALT community and the eCDT field - Access information and resources for your work in this field - Learn about other efforts (including those beyond SALT) in this field and how to engage and connect with them to accelerate your impact - Be recognized (if desired) as part of the SALT community as we take action to improve seafood legality, traceability, and sustainability
Share	- Learn from others by sharing struggles, lessons learned, adaptive management, etc. (e.g., where has your organization hit roadblocks or tried an approach that was unsuccessful and what did you learn?) - 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 - Be an expert on the SALT learning platform by answering questions and offering insight based on experience
Guide	- Help the SALT community surface existing and emerging issues that could benefit from collaboration - Pose questions and knowledge gaps to the SALT community - Facilitate online chats or groups - Co-host your own SALT-sponsored events (workshop, forum, speedgeeking, etc.) using SALT's tools for collaborators and invite SALT community members to participate and contribute
Collaborate	- Partner with one or more SALT community members to tackle comprehensive and dynamic eCDT-related challenge and document your progress for the community - Access SALT's tools for collaborators and invite SALT community members to join, assist, or otherwise accelerate your collaboration - Organize working groups and/or technical groups to address issues of importance and find consensus on key issues

	● Develop results chains and monitoring efforts, as necessary, and self-organize
Sponsor	● Donate your time and/or talent to answer questions from your fellow SALT community members ● Make a tax-deductible contribution to SALT ● Fund a SALT project or collaboration

In Year 3, SALT continued to engage its diverse community of seafood sector stakeholders by hosting and speaking at virtual meetings, actively engaging stakeholders through informational interviews, forming partnerships, and crafting original products. At the end of Year 3, approximately half of the members of the SALT community were at the 'Connect' stage (n=535, Figure 28). It is expected that this level of engagement would be the largest, as it makes up the broad swath of community members that want to receive information on SALT but are not yet ready or able to become more involved. The other 50% of the SALT community is at the 'Share' stage or higher in the SoE. See Figure 28 for the breakdown.

Figure 28: SALT Community Along the SoE
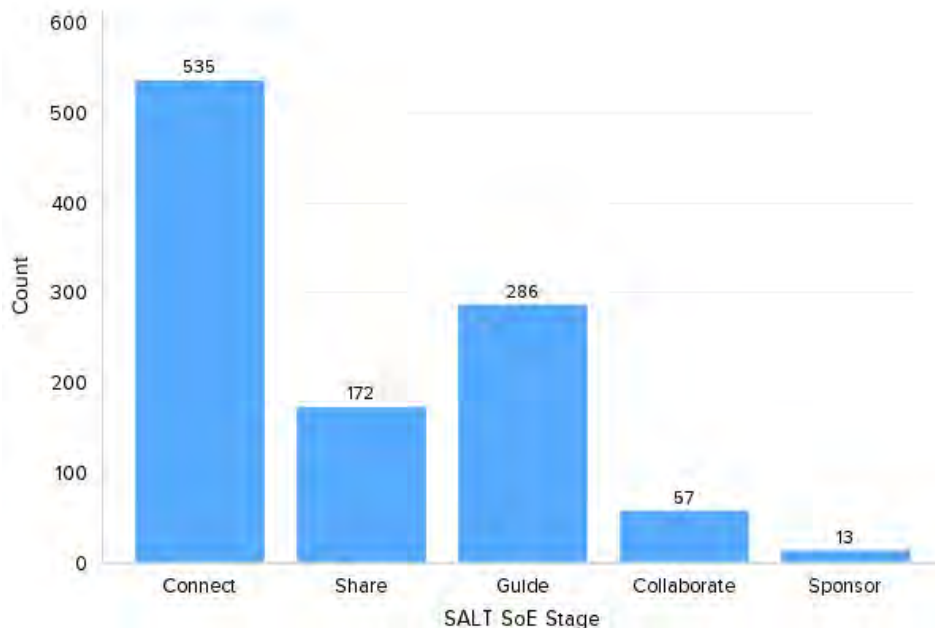
Moving forward, SALT anticipates that the 'Connect' stage will continue to increase at a greater rate than the 'Share' stage and beyond. The individuals represented in the 'Share' stages or higher are largely those that are actively involved in the traceability landscape. Although SALT anticipates that some stakeholders may move from 'Connect' to these higher tiers, SALT thinks this number will be smaller than the new audience SALT will reach in the 'Connect' stage in years to come. It is worth noting that in the initial MEL plan, SALT intended to measure this indicator using a survey and asking respondents to indicate their own level of engagement.

However, as the SALT community grew much larger than initially anticipated, the team decided to leverage FishWise's CRM to track the engagement of individuals. This way, SALT could examine the engagement of the full community rather than a subset of survey respondents. Therefore, here the SALT team has assigned an engagement value based on how individuals have engaged with SALT and SALT activities (Table 8). In Year 4, SALT intends to conduct a survey to ground-truth the team's assessment of engagement levels with how individuals self-assign their own level of engagement.

The breakdown of SALT's key stakeholder groups — seafood industry and government from seafood producing countries — across the SoE largely mirrors the trends of the overall community (Figure 29). For seafood producing country governments, over half (63%) are at the 'Connect' stage, with about 20% (n=16) at the 'Guide' stage. For the seafood industry (processors, retailers, suppliers, and fishers), 66% are at the 'Connect' stage and the remaining third are at the 'Share' stage or higher. Moving forward, SALT aims to more deeply engage these stakeholder groups and shift even more from the 'Connect' stage to higher levels of the SoE. By building a strong network for collaboration and learning, SALT is better equipped to create a sustainable enabling environment for implementation of more, and more effective, traceability systems.

Figure 29: SALT's Key Audiences Along the SoE

Green = Seafood Industry (processors, retailers, suppliers, fishers)

Red = Government from seafood producing countries
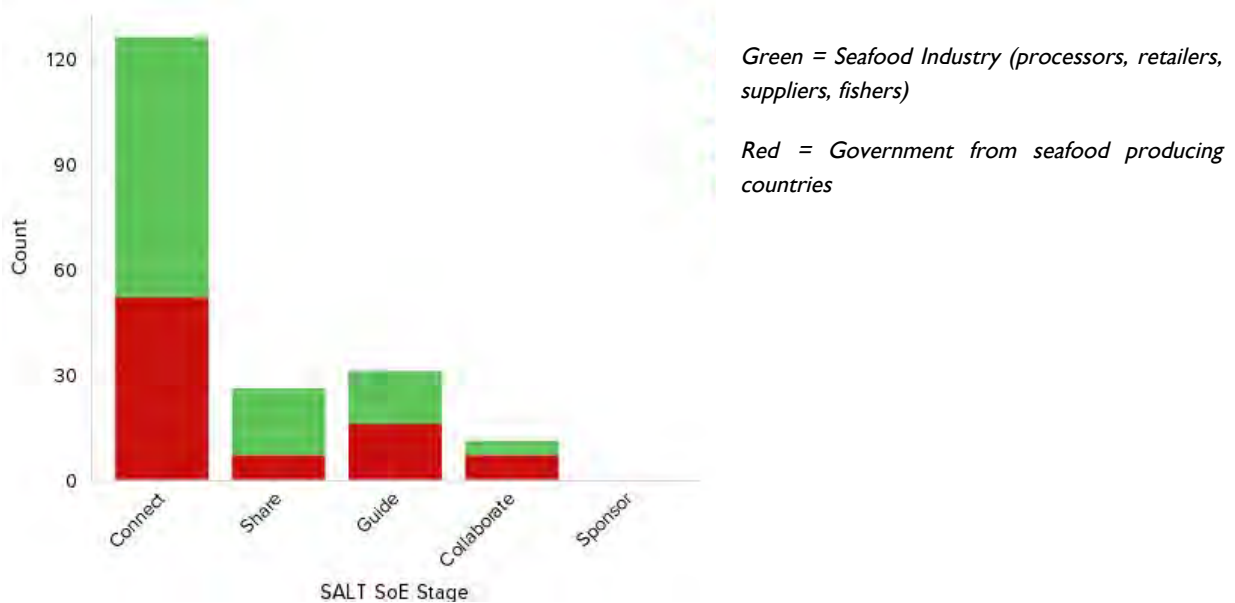
Outcome 5.1: By September 2022, there is evidence of increasing action by SALT stakeholders that is furthering SALT's objectives

Indicator	Target	Result
5) # of actions taken by SALT stakeholders / FAB KPI: L1.FAB.a - Number of new spin off activities, policy changes, partnerships, or investments that arise from FAB led partnerships and events related to the fight against transnational environmental crime	Year 3: 2 LOP: 8	Year 3: 5 LOP: 9
STIR.10-Custom1 - Number of partnerships created	LOP: 2	Year 3: 3 LOP: 3

In Year 3, SALT has worked to cultivate partnerships to collaboratively further its objectives and better engage its key primary audiences. In Year 3, there were five partnerships (three of which were official) that indicate increasing action by SALT stakeholders. These partnerships included:

- Three partnerships with SALT's small grantees - Future of Fish, MCD, and MDPI. Please refer to the 'Small Grants' section 3.1.4. for more information on these organizations and the details of their collaborative work with SALT.
- GDST, an international industry platform that created a framework for interoperable industry standards, worked closely with SALT in Year 3. Together, both SALT and the GDST have leveraged one another's communications. SALT promoted, and continues to promote, GDST's Voluntary Standards. GDST has shared SALT'S 'Overcoming Barriers' blogs. Additionally, SALT and GDST continue to have conversations around how to align future work with governments. An MOU is in development and will be finalized in Year 4.
- GTA, an independent group of tuna retailers and supply-chain companies working to improve traceability, has brought SALT's message to many new industry stakeholders. SALT provided feedback and suggestions for the GTA's 'Traceability Toolkit', which is an action plan aimed at helping members achieve their 2020 Traceability Commitments. SALT provided feedback that advocated for verification of traceability claims, and for members to align with globally recognized standards such as the GDST's. The toolkit ultimately featured many of SALT's resources - such as Dive Deeper and three of SALT's "Overcoming Barriers" blogs. Additionally, SALT gave a webinar to the GTA audience in May 2020.

Outcome 6.1: By September 2022, SALT will have developed two products on the value of eCDT for key stakeholder groups

Indicator	Target	Result
6.1) # of stakeholder-specific cases for traceability developed	LOP: 2	Year 3: 1 LOP: 1

In Year 3, SALT produced a series of blogs for industry on the challenges and solutions to barriers of implementing electronic traceability. The blogs featured key resources that industry could access via Dive Deeper to gain more insight into the barriers and solutions discussed. They also featured quotes and references to case studies that demonstrate the barriers and solutions in the real world. Two of the blogs centered around the value proposition of electronic traceability: one on the indirect ecological and social benefits, and the other centered on the economic benefits. The two blogs on the benefits of electronic traceability were some of the most popular resources on SALT's website, demonstrating that this was a need of the community.

In Year 4, through SALT's small grants, other products on the value proposition for eCDT will be created. Specifically, SALT is working to create a framework on the benefits of comprehensive eCDT systems that will allow seafood producing country governments to have more insight into how to measure the full value of eCDT from an ecological, social, and economic perspective.

Outcome 7.1: By September 2020, principles for best practices for comprehensive and dynamic eCDT will have been produced, including review of existing eCDT efforts incorporated into SALT's developed traceability principles

Indicator	Target	Result
7.1) Product on comprehensive and dynamic eCDT developed	FY20: 1	FY20: 1

Originally, SALT had scoped that the Comprehensive eCDT Principles document would be finalized by the end of Year 3; however, due to circumstances out of the team's control, this project will now be finalized early in Year 4. However, SALT did develop two thorough drafts of the principles and it is close to finalization. Due to the COVID-19 pandemic, staff time was reduced as childcare and other immediate needs surfaced. Additionally, SALT extended the deadline (multiple times) for feedback on its first draft of the principles, to accommodate the array of experiences felt by stakeholders across the globe as the pandemic progressed. SALT

had also initially intended to host an in-person meeting for the Consultative Committee at the Seafood Expo North America, which was rescheduled and then subsequently canceled as a result of the pandemic. SALT pivoted to conducting solely virtual meetings, complementing them with templates for written feedback to solicit comments on the principles.

Additionally, the senior staff member who had envisioned and began leading the Comprehensive eCDT Principles work left FishWise in early 2020. FishWise's Traceability Division Direction took over this project. Although the transition might have led to minor delays, the expertise of the Division Director has contributed immensely to the ongoing development of the principles and growth of the Consultative Committee.

SALT submitted a second iteration of the principles to the Consultative Committee for feedback at the end of Year 3, and will meet with the Committee to garner their feedback in Year 4. SALT will also bring in a human rights expert, in Year 4, to review the proposed language of the principles. SALT intends to have the principles finalized by the end of the 2020 calendar year, so the team can work towards uptake during the remainder of Year 4 and Year 5.

Outcome 8.1: By September 2022, at least two new or existing eCDT efforts or an existing eCDT effort will incorporate traceability principles

Indicator	Target	Result
8.2) # of produced and shared materials linked to human and labor rights for eCDT	LOP: 2	Year 3:1 LOP: 2
8.3) # of relevant sessions at global meetings linking eCDT and human and labor rights	LOP: 2	Year 3: 3 LOP: 6

8.2) # of produced and shared materials linked to human and labor rights for eCDT

At the closeout event for the USAID Ocean and Fisheries Partnership project in the Philippines, one aspect SALT chose to highlight was the novel approach USAID Oceans had taken towards gender equity. USAID Oceans conducted an initial gender analysis that identified strategic ways to promote gender equity as they implemented the eCDT pilot. SALT wanted to highlight this area of work, to advocate that implementing electronic traceability systems also serves as a time to reflect on how to better gender empowerment and equality in seafood supply chains. SALT wrote a Story Hub blog highlighting this work, titled "Paving over the Global Gender Gap

in Fisheries- Dispatch from the Philippines."[31] This blog was well received by the SALT community, and is SALT's 10th most visited page on the entire website (with approximately 250 unique views). It is more popular—by far—than any other blog featured on Story Hub at present or any resource included in Dive Deeper. This demonstrates that the SALT community has an appetite for more resources on linking gender empowerment and equity to electronic traceability systems.

In SALT's Year 2 annual report, SALT spoke to an upcoming workshop summary from the Seafood Summit 2019 which would include a description of the pre-conference workshop informed by SALT that highlighted worker voice and how to incorporate worker engagement into responsible supply chains. However, this workshop summary has not come to fruition. Staff had prematurely counted this towards SALT's materials linking labor rights and eCDT in the previous Year 2 report; this has been corrected here by removing it from the count of materials linking human and labor rights and eCDT.

8.3) # of relevant sessions at global meetings linking eCDT and human and labor rights

In January 2020, SALT presented at the Stephenson Ocean Security Project via CSIS' Second Annual Ocean Security Forum.[32] SALT's Chief of Party served as a panelist for the discussion "Improving Human Rights in the Seafood Supply Chain", highlighting the potential of traceability to improve worker welfare and mitigate risks to human and labor rights violations. Namely, SALT also highlighted FishWise's RISE project and the guidance they provide to industries to build more responsible supply chains. SALT presented alongside other nonprofits (Oceana, Pew, Ecotrust, WWF, Ocean Mind) that work to improve social responsibility in seafood supply chains. There were approximately 80 attendees spread across the two panels. In addition, SALT attended a high-level lunch to celebrate the Second Annual Ocean Security Forum that included more than 40 representatives.

In January 2020, SALT participated in a USAID Roundtable on Private Sector Engagement in Organized Crime, with attention to illicit supply chains. Here, SALT spoke to the connection between IUU fishing and organized crime, highlighting the human trafficking and other human rights violations that can occur in illicit supply chains. SALT advocated for traceability and increased transparency as tools to address both organized crime and mitigate social responsibility risks. This roundtable brought together approximately 40 participants from the private sector, USAID, U.S. government counterparts, and implementing partners. The points

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[31] SALT, Paving over the Global Gender Gap in Fisheries- Dispatch from the Philippines (2020)
[32] Center for Strategic & International Studies, Second Annual Ocean Security Forum (2020)

made during this roundtable were then used to create a synthesized white paper of the roundtable findings, which featured SALT (p. 3).[33]

In September 2020, SALT served as a virtual panelist at Seafood 2030 on the panel "Supporting Government Investment to Address Supply Chain Risk and Social Issues". Here, SALT spoke to the role that the Comprehensive eCDT Principles can play in incorporating worker voice and risk mitigation into traceability systems. SALT spoke alongside labor rights organizations, environmental organizations, and a member of the European Parliament. The audience for this event was primarily industry. There were 1800 people who registered for the forum, with approximately 100 attending live.

4.2. Learning in Year 3

Learning is a primary focus of SALT; to create, share, and manage knowledge with the hope that it will be learned by the SALT community and subsequently applied to traceability work. In Year 3, SALT realized the importance of highlighting learning and has consequently begun to think of its activities through a knowledge management approach, identifying how each contributes to learning.

As learning takes a more central focus in SALT's activities and work with the community, the team acknowledges it is equally as important to apply learning to internal activities. Where possible, SALT staff have evaluated their projects and processes to adaptively manage towards greatest success. The learning questions featured in the MEL Y2-5 Plan will be addressed at the end of the project as SALT conducts a survey to determine the ways that SALT participants received and used information, and how participants engaged with SALT over the life of the program.

Additionally, SALT staff have participated in monthly Reflection and Connection meetings, designed to build relationships among the team, to evaluate the ways the team works, and to identify if there are opportunities for improvement. Some of the topics for internal learning included:

- How to give effective and engaging webinar presentations
- Adapting work and work mindsets to deal with COVID-19
- Effectively setting specific, measurable, attainable, realistic, and timely goals

In Year 3, SALT engaged in an extensive Pause & Reflect process. This involved an internal reflection on SALT's successes and challenges, progress towards indicators, and opportunities

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[33] MSI, Page 3, STRENGTHENING RULE OF LAW APPROACHES TO ADDRESS ORGANIZED CRIME (2020)

for the latter half of the project. SALT then participated in a Pause and Reflect workshop with MI2, other FishWise staff, and members from the Coordinating Committee. The findings from this Pause & Reflect process were used to adaptively plan for SALT Years 4-5, and the challenges surfaced are covered in more detail below.

4.2.1. Challenges and Adaptive Management

Prior to the Pause and Reflect workshop, MI2 conducted in-depth key informant interviews with four stakeholders in which they asked what activities and approaches were working for SALT, and which were coming up short. From the answers they received, they distilled five primary themes around SALT's current challenges:

1. Many other existing efforts to advance traceability and more players joining the space
2. Limited engagement with host country governments and industry actors
3. Building internal expertise
4. SALT's broad scope – what can be realistically achieved?
5. COVID-19

Many Other Existing Efforts to Advance Traceability and More Players Joining the Space

Although SALT has created talking points, shared one-pagers, and presented at numerous global meetings, many still have difficulty understanding what role SALT plays in the traceability space. During their key informant interviews, MI2 unveiled that one of the drivers of this uncertainty might be the sheer number of other existing efforts to advance traceability (GDST in particular) that are joining the traceability space. This has resulted in a perceived overlap of work between SALT and the efforts of others. To overcome this challenge and solidify its role at the core of thought leadership, SALT has proposed and initiated partnerships with many of these new players (GDST, GTA, etc.) over the past year. SALT recognizes that some of its knowledge creation work is complementary to that of the other organizations, and intends to leverage that complementarity where it can also further SALT's unique objectives (e.g., the adoption of Comprehensive eCDT Principles).

Although SALT is working in tandem with many of these other large players to move the field of traceability forward, no other entity holds the collaboration and knowledge sharing role that SALT embodies. Although many additional players are joining the traceability space, SALT still serves as the unique unifier. Going into Years 4 and 5, SALT will endeavor to more effectively communicate the unique role it plays as the convenor and fosterer of collaboration.

Limited Engagement with Host Country Governments and Industry Actors

Although SALT still struggles with engaging the amount of industry and producer country government representatives to rival that of its NGO engagement, in Year 3 SALT has improved its interaction with and built critical relationships with these key stakeholders. To bolster the government audience from seafood producing countries, SALT has met with numerous officials, including interviewing 7 governmental representatives during their site visit to the Philippines, and having representatives from five seafood producing country governments (Chile, Ghana, Tanzania, Philippines, and Indonesia) as members on the Comprehensive eCDT Consultative Committee.

In regard to industry, SALT has strengthened alliances with key industry associations such as the GTA and GDST. Specifically, SALT collaborated with GDST to cross-promote relevant resources such as their Voluntary Standards launch and SALT's Overcoming Barriers blog on interoperability. In Year 3, SALT and GDST began drafting an MOU to align their efforts to engage governments. SALT also worked more closely with the GTA, and SALT presented at a GTA webinar for industry stakeholders while the GTA featured SALT tools and resources in their Traceability Toolkit. Collaborations with these industry associations allow SALT to expand its network and access more of this target audience group.

Additionally, in Year 3 SALT awarded two small grants to organizations in Vietnam and Indonesia to more intimately work with industry and governments from seafood producing countries.

Building Internal Expertise

Another theme from the feedback was that SALT should allow recommendations and suggestions of the Advisory Committee guide activities, but SALT should not have to rely on their intel for knowledge of context and opportunities. SALT should foster internal expertise, to be at the center in more conversations across the traceability landscape. To address this challenge, SALT has 1) continued to build the expertise of its existing staff, 2) recruited the aid and expertise of other FishWise staff members to work on specific SALT projects, and 3) identified where external consultants would best fill needs.

SALT's Broad Scope

SALT was always intended to be a global project, working to bridge the different pilots and traceability initiatives occurring across the globe. However, to make sure its knowledge and

shared lessons are applied, SALT must also work to some extent at the more targeted country or regional level. The balance between maintaining status as a global convener and also delving into application at more local levels has been a question and challenge in previous years of SALT. Embracing this complex multi-leveled role, moving forward SALT will place more emphasis on discerning its global versus regional activities. Namely, SALT will engage with interested countries and regions to provide technical consultation and support; create new, targeted knowledge products if the need arises; connect countries to relevant experts within the SALT community; and encourage incorporation of the Comprehensive eCDT Principles. Additionally, SALT will employ the small grants to support country-based learning and projects.

Website Management

In addition to the challenges surfaced by MI2 and the Pause & Reflect process, SALT also experienced challenges and opportunities for adaptive management around its website. For instance, it was not until March 2020 that SALT enabled 'event tracking' in Google Analytics that allowed the team to monitor when specific links were clicked, such as the 'Download' button on the resources page. Prior to that, SALT could track how many views a resource landing page had accrued, but could not tell how many how actually downloaded and viewed the resource. Going forward, SALT intends to continually adaptively manage its website and online analytics as needed.

Generating ROI for eCDT

SALT awarded Future of Fish a small grant to conduct research and develop a tool to help eCDT practitioners measure the soft and hard benefits of eCDT systems. Future of Fish previously developed a tool to measure economic ROI, making them well positioned to take on this challenge. About halfway through the research phase of the grant Future of Fish recognized that the importance of collecting ROI metrics from eCDT system was still fairly nascent and they were not finding tested metrics in the qualitative research data. This challenge put the research on a temporary hold until SALT and Future of Fish were able to determine the best path forward. At the close of Year 3, the exact redirection was not yet determined. There was mutual agreement that defining the metrics for soft and hard benefits of eCDT systems, where and how to capture those metrics, and how to interpret this information would be a valuable framework for eCDT practitioners who want to track social, ecological, and economic benefits of their eCDT systems. SALT anticipates the work will resume at the start of Year 4.

COVID-19

COVID-19 has detrimentally impacted seafood supply chains and disrupted the movement of people and goods. More specifically to SALT, when the COVID-19 pandemic progressed across the globe, it inevitably impacted SALT's activities by changing the medium of the work itself and inducing delays, requiring adjustments for some of SALT's planned activities, and affecting the capacity of staff.

One of the most notable ways work has shifted as a result of the COVID-19 pandemic is that now all meetings are virtual: both global seafood conferences and internal SALT meetings such as the Pause & Reflect workshop. Some events that SALT intended to attend in-person, such as the Seafood Expo North America in Boston in March 2020, were ultimately canceled. Others, such as the Collective Impact Forum, Story 2020, and Seafood Expo 2030, were moved online. Although these virtual conferences and workshops undoubtedly did their best to salvage these experiences during these challenging times, SALT staff did miss the in-person opportunities to network and build relationships.

Additionally, SALT's activities center around collaboration with a global stakeholder group. As different restrictions and circumstances occurred sporadically across the globe as COVID-19 spread and mitigation measures were enacted, members of the SALT community were understandably unavailable and delays were felt across the field. For instance, the deadline for feedback on the first draft of the principles was pushed back numerous times to accommodate the additional time requests from committee members.

In addition to the nature of convenings shifting from in-person to virtual, there were also some adjustments to SALT's activities as a result of COVID-19. Specifically:

- SALT could not host a producer country learning and collaboration event, as no travel was allowed after the rise of COVID-19. Instead, SALT has awarded two small grants to allow SALT community members to host local events for learning and collaboration purposes.
- SALT hosted two virtual meetings with its Advisory Committee, one in April and one in August, to keep the community connected and learn about how COVID-19 has impacted both their work and the larger traceability landscape.

Aside from the changes to work itself as a result of COVID-19, SALT staff were also impacted. Many staff members had to adjust or reduce their work schedules and/or workload to accommodate homeschooling children, deal with a lack of daycare options, and care for family members as needed. Although a portion of the SALT team has always been remote, those staff

members that worked in the FishWise office in Santa Cruz also had to adjust to working from home as cases rose in California and additional restrictions were put into place. Ultimately, the SALT team was able to overcome these unusual, world-changing challenges to still push for improving traceability—for people and the planet.

4.3. Gender and SALT Year 3

SALT works to intentionally integrate gender considerations into its program activities and to raise the visibility of women's roles in global eCDT efforts. To do so, SALT highlighted the work of women during its site visit to the Philippines. SALT hired a female consultant to assist with local interviews, over half of those interviewed were female, and SALT produced a blog on the unique gender work occurring in the Philippines for the Story Hub.

One key point reiterated during the SALT site visit to the Philippines is that it is not enough to merely count the number of women participating in program activities; to truly integrate gender, one has to foster gender awareness by empowering women to participate in the conversations. During Year 3, SALT featured many women in its work. Namely, SALT hosted two widely popular "Traceability Traps and Triumphs" events in Year 3 that featured two panels made up of all female speakers from around the world. These panels consisted of women from a range of countries and a variety of stakeholder groups. For instance, there were women who worked with seafood producing country governments and those that worked for NGOs based in seafood producing countries. SALT also supported the travel of and presentation from Julie Robinson from TNC Belize at the ICT4Fisheries 2019 Conference. Additionally, SALT produced a video product that centered on an interview with Julie Robinson, discussing her journey in carrying out a traceability project in an artisanal lobster fishery.

Additionally, SALT intends to make the Comprehensive eCDT Principles considerate of gender dynamics and disparities of power, and has consulted with gender experts on the best way to include equitable gender language and considerations into the principles. The Comprehensive eCDT Consultative Committee includes 14 (out of 35) women, many of whom are consistently actively engaged (Figure 30).

Figure 30: Gender Breakdown of Comprehensive eCDT Principles Consultative Committee
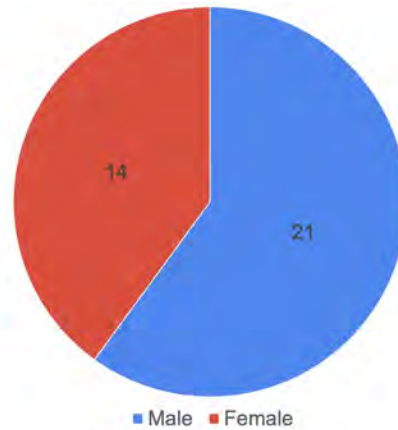
SALT also endeavors to raise awareness of gender in eCDT via its online activities. Dive Deeper, SALT's online traceability resource repository, features a "gender" category, which includes resources and stories centered around the relationship between gender and traceability in seafood. At the end of Year 3, SALT has 17 resources included in this category and will continue to expand it in Years 4-5. SALT also raised awareness of the importance of women in seafood supply chains across the globe by participating on social media in days such as the International Women's Day in March. The SALT community participated in this day, doing the "equal sign" pose to support equality for women worldwide.

Figure 31:Female Colleagues from USAID Oceans in the Philippines Taking Part in Training Users in Innovative Data Solutions Held on February 27-28, 2020. Photo Courtesy of Rebecca Andong.

Going into Years 4-5 of SALT, gender integration will continue to be a priority. SALT will continue to seek opportunities to feature female speakers at events and to build virtual environments where all are comfortable to speak. Additionally, SALT will continue to use both the website and its communication endeavors to highlight stories featuring those typically less

represented in the global eCDT space. Refer to the SALT Year 4 Work Plan and Gender Integration strategy for more information.

4.4. 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. E3/FAB 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 program.

Table 9: Indicators Assessed Against Year 3 or Annual Targets

Note: Indicators for Outcomes 1.1 and 8.1 are not discussed below, as they were either met in earlier years of the project or are set to be met in Years 4-5. Below, LOP refers to "life of project."

Indicators	Target	Achieved	On Target? Y/N	Deviation Explanation
1.2) # of unique visitors on SALT platform/website	Annual: 250 LOP: 1,000	Year 3: 5,009 LOP: 5,699	Y	SALT's promotion of the website and its tools through presentations, webinars, and increased social media and newsletter efforts have led to more unique visitors than initially anticipated.
3) # of new stakeholders attending SALT-led events, registering their interest, and participating in collaborative actions developed under SALT (disaggregated male/female, unique institutions, and stakeholder group)	Annual: 50 LOP: 250	Years 1-3: 1,063 Academia: 57 Certification organization: 27 Financial Services: 6 Fisher: 6 Government from seafood consuming country: 79	Y	SALT continues to grow its community through digital and in-person outreach, and interest exceeded expectations.

		Government from seafood producing country: 82		
		Multilateral Organization: 36		
		NGO: 343		
		Other: 182		
		Philanthropic funder/donor: 58		
		Seafood processor: 16		
		Seafood retailer: 29		
		Seafood supplier: 61		
		Technology: 81		
4) % of stakeholders indicating their level of engagement increased	LOP: 15%	Year 3: 50%	Y	SALT not only continues to grow its community in number, but also continues to engage them more actively than initially expected through the myriad of engagement options SALT continues to provide for the community.
5) # of actions taken by SALT stakeholders / FAB KPI: L1.FAB.a - Number of new spin off activities, policy changes, partnerships, or investments that arise from FAB led partnerships and events related to the fight against transnational environmental crime.	Annual: 2 LOP: 8	Year 3: 5 LOP: 9	Y	SALT's growing network and credibility created unexpected opportunities to 1) forge strategic partnerships with industry coalitions, and 2) engage in-field experts via the small grants to work towards SALT's objectives.
6) # of stakeholder-specific cases for traceability developed	LOP: 2	Year 3: 1 LOP: 1	N	Much of Years 1 and 2 of SALT consisted of gathering information related to the value of eCDT, with one product (Overcoming Barriers Series) created in Year 3. The final product for this deliverable is expected to be created in Year 4.
7) Product on comprehensive and dynamic eCDT developed	LOP:1	LOP: 1	Y	Although not yet finalized, in Year 3 SALT produced multiple drafts of the Comprehensive eCDT

				Principles.
8.2) # of produced and shared materials linked to human and labor rights for eCDT	LOP: 2	Year 3: 1 LOP: 1	Y	
8.3) # of relevant sessions at global meetings linking eCDT and human and labor rights	LOP: 2	Year 3: 3 LOP: 6	Y	Because of FishWise's work as burgeoning experts in the social responsibility space, coupled with SALT's growing reputation with the Comprehensive Principles, there were unexpected opportunities to engage in meetings that highlighted the links between eCDT and human and labor rights.
STIR.10-Custom1 - Number of partnerships created	LOP: 2	Year 3: 3 LOP: 3	Y	Through SALT's small grants, three partnerships with SALT have been formalized.
STIR.10-Custom2 - Dollars of resource leveraged	$1,600,000 (1:1 match of USAID incremental funding)	Year 3: $2,992,500 Walton: $1,447,500 Packard: $1,420,000 Moore: $125,000	Y	The leverage from SALT GDA partners nearly doubled the target in Year 3 with SALT's activities fully into implementation.

4.5. Foundation Leveraged Funds

FishWise documented **$5,862,500** in leveraged funds from the Walton Family Foundation, Packard Foundation, and Moore Foundation in the first three years of the project. As a result, SALT has already met the GDA's overall 1:1 private sector leverage requirement over the life of the project. The Walton Family Foundation has committed $5.3 million of funding leveraged over the life of the project to fulfill the requirements of the SALT cooperative agreement. The total amount of leverage from Walton Family Foundation from Year 1 to 3 is **$3,942,500** They are on track to fulfill this requirement by the end of the project.

The GDA partners developed a more precise working definition of which grants can be considered as leverage. The new definition of leverage was applied to Year 1 - 3. As a result, the total amount of leverage from the Walton Family Foundation in Year 1 was revised from **$2,215,320** to **$ 1,595,000**

Of note, the GDA partner leverage has substantially increased in Year 3 as SALT began fully implementing. This leverage will likely increase as SALT products such as the Comprehensive eCDT Principles are finalized and SALT activities are moving toward uptake and action as key elements of the work. See Annex 3: SALT Leverage Report - Year 3 for more details.

Table 9: GDA Partner Leverage

GDA Partner	Year 1	Year 2	Year 3	TOTAL
Walton Family Foundation	$ 1,595,000	$900,000	$1,447,500	**$3,942,500**
Packard Foundation	-	$275,000	$1,420,000	**$1,695,000**
Moore Foundation	-	$100,000	$125,000	**$225,000**
TOTAL	**$1,595,000**	**$1,275,000**	**$2,992,500**	**$5,862,500**

4.5.1. 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 3-5. In Year 1, FishWise received $25,000 in funding from the Walton Family Foundation to support travel from members of under-represented groups to participate in SALT meetings. Due to the global travel ban the funding period of performance was extended until the end of Year 4.

In addition, SALT included cost share in their call for small grants in Year 3. As a result, the grantees provided $14,000 in cost share to SALT.

Annex 1: Membersof the SALT Advisory Committee

SALT Co-Design Advisory Committee Year 1	SALT Advisory Committee Year 2	SALT Advisory Committee Year 3
Embassy of Japan	Embassy of Japan	Embassy of Japan (TBD)
Environmental Justice Foundation	Environmental Justice Foundation	Environmental Justice Foundation
EU	EU	EU
Future of Fish	Future of Fish	Future of Fish
Moore Foundation*	Moore Foundation*	Moore Foundation*
NOAA	NOAA	NOAA
North Atlantic, Inc. / Bali Seafood Initiative	North Atlantic, Inc.	
Packard Foundation*	Packard Foundation*	Packard Foundation*
State Department	State Department	State Department
Thai Union		
USAID*	USAID*	USAID*
Walton Family Foundation*	Walton Family Foundation*	Walton Family Foundation*
WWF	WWF	WWF
	ANOVA Food LLC	*ANOVA Foods LLC representative moved to Seafood Stewardship Index and the position has not been refilled.*
	CSIS	CSIS
	Marine Stewardship Council	Marine Stewardship Council
		Francisco Blaha (Expert)
		GTA
		Richard Stavis (Expert)

		Seafood Stewardship Index
		Virgil Group, LLC
		**FAO has been represented on several calls this year although not a formal member of the committee

* SALT founding GDA partner
** Unofficial participant

Annex 2: Organizations on the eCDT Consultative Committee

Seafood Legacy	National Oceanic and Atmospheric Administration (NOAA)	World Fish	USAID Oceans and Fisheries Partnership	SmartFish
Directorate for the Protection and Monitoring of Fisheries, Senegal	Abalobi	Pacific States Marine Fisheries Commission	World Wildlife Fund, U.S.	This Fish
Servicio Nacional de Pesca y Acuicultura	Future of Fish	Consultant	Western Regional Director of Fisheries Commission, Ghana	Embassy of Japan
Anova Foods, LLC	International Union for Conservation of Nature (IUCN)	FishWise	World Wildlife Fund, Peru	Tanzania Ministry of Livestock and Fisheries Development
The Nature Conservancy, Belize	TraSeable Solutions	International Labor Rights Forum	Ministry of Fisheries and Aquaculture, Ghana	Bureau of Fisheries and Aquatic Resources, Philippines
Marine Stewardship Council	Norpac Fisheries Export	Indonesia Ministry of Marine Affairs and Fisheries	Pacific Islands Forum Fisheries Agency (FFA)	

Annex 3: Organizations in the SALT Community

2 Sisters Food Group	Fish Inspection and Quality Control Division, Department of Fisheries Thailand	Meloy Fund	SFFAI (SOCSKSARGEN Federation of Fishing and Allied Industries)
Abalobi	Fish Right	Memorial University of Newfoundland	SGS Group
Accenture	Fish Tracker	Meridian Institute	Shanghai Jiao Tong University
Adessium Foundation	FishChoice	Metcalfe's Market	Shanghai Ocean University Pudong
ADM Capital Foundation	Fisheries Agency of Japan	Metro AG	Shellcatch
ADRA Yemen	Fisheries Commission Ghana	MGB	Shift
Adviser to President of France	Fisheries Ecology and Oceanography Section, Department of Fisheries, Ministry of Primary Resources and Tourism, Brunei Darussalam	Ministry Fisheries and Marine Resources, Solomon Islands	Simeone Consulting, LLC
AETS Consulting	Fisheries Transparency Initiative (FiTI)	Ministry of Agriculture and Rural Development, Vietnam	Sinerxia Plus Consultora SLU
Afritex Ventures Limited	Fishery Networks	Ministry of Agriculture, Fisheries, Forestry, The Environment, Sustainable Development & Immigration, Belize	Sirubai Voko Tribe Association (SVTA)
Agnespark Fisheries Ltd.	FishFirst Consulting	Ministry of Agriculture, Forestry and Fisheries, Government of Japan	Skytruth
Ahold Delhaize	FishPath	Mitsui Foods	SmartCatch
Albertsons Companies	Fishpeople Seafood	Mongabay	SmartFish
ALDI South Group	Fishtag	Monitoring Control and Surveillance Unit, Fisheries Commission	Social Accountability International

Altermyth	Florida International University	Monterey Bay Aquarium (MBA)	Social Solutions International
Althelia Sustainable Ocean Fund	FlyWire Cameras	Morocco Government	Sodexo
Ancomar	FMO, Dutch development bank	MRAG	Solander Group
ANFACO	Food and Agriculture Organization of the United Nations (FAO)	MSU Naawan Foundation	Solidaridad Network
Angelakis Bros	Food Industry Association (FMI)	Mudkrabba	Solidarity Center
Annice Marie Fisheries	Food Marketing Research & Information Center	National Commission of Fisheries and Aquaculture, Mexico	Solomon Islands Ministry Fisheries and Marine Resources
Aqua Star	Food Marketing Solutions (FMS)	National Fish and Wildlife Foundation	SolTuna Limited
Aquaculture Stewardship Council (ASC)	Fortify Rights	National Fisher's Coop	SourceTrace
Aquarium of the Pacfic	Fortune Fish & Gourmet	National Fisheries Institute (NFI)	Sri Lanka Ministry of Fisheries and Aquatic Resources Development - Acting Director Ocean Resources
Arizona State University	Foundation for Education and Development (FED)	National Fisheries Institute Mexico	Stanford University
Asia Foundation	Friends of Cocos Island Foundation	National Geographic Society (NGS)	State of Maryland
Asociacion Medioambiental Estela	fTRACE GmbH	National Marine Sanctuary Foundation	Stavis Seafoods
Associated British Foods	Funding Fish	National Maritime Intelligence-Integration Office	Stockholm Resilience Centre
At-Sea Processors Association	Future of Fish (FoF)	National Network of Local Artisanal Fisheries Counsels of Senegal	Stony Brook University
Ata Marie Group	German Federal Research Institute of Rural Areas, Forestry, and Fisheries	National Network on Women in Fisheries	Stop Illegal Fishing

Australian Fisheries Management Authority (AFMA)	GIZ	National Oceanic and Atmospheric Administration (NOAA)	Stop the Traffik
Avery Dennison	Global Dialogue on Seafood Traceability (GDST)	National Research Institute of Fisheries Morocco	Strategic Consulting Solutions
Background Stories	Global Environment Facility (PS)	National University of Callao	Sustainable Fisheries Partnership (SFP)
BackTracker	Global Financial Integrity	Natural Resources Defense Council (NRDC)	Sustainable Shrimp Partnership (SSP)
Bali Seafood International	Global Fishing Watch	Nestle	Swedish International Development Cooperation Agency (Sida)
Beacon Fisheries	Global Food & Nutrition Inc.	New England Seafood International Ltd	Talleys
Beaver Street Fisheries Inc.	Global Fund to End Modern Slavery	NEXUS Institute and Warnath Group, LLC	Tanzania Ministry of Fisheries Department
Belize Ministry of Agriculture, Fisheries, Forestry, The Environment & Sustainable Development	Global Seafood Assurances (GSA)	Niparaja, A.C.	Target
Best Aquaculture Practices (BAP)	Global Sustainable Seafood Initiative (GSSI)	Norpac Fisheries Export	TBD Economics, LLC
Binca Group	Global Tuna Alliance (GTA)	North Atlantic Fishing Company Limited	Tech Futures Lab
Bloomberg Philanthropies	GLOBALG.A.P.	North Atlantic Inc.	Teem Fish Monitoring Inc.
Blue Moon Fund	Good Fish Foundation	Northern Fishermen Co-operative Society, Ltd	Tesco PLC
Bluefin Data	Gordon and Betty Moore Foundation	Norwegian Agency for Development Cooperation	Tetra Tech
Blueyou Consulting Ltd	Government of Chile	Nueva Pescanova	Thai Royal Frozen Food Co., Ltd
Bon Appetit	GR Japan	Oak Foundation	Thai Union Group
Bristol Seafood	Grands Viviers	Ocean Caucus Foundation	Thailand Director of Fisheries Trade Inspection

			Section
Bumble Bee Seafoods	Greenovation Hub	Ocean Conservancy	The Danish Institute For Human Rights
Bureau of Fisheries and Aquatic Resources (BFAR)	Greenpeace	Ocean Outcomes	The David and Lucile Packard Foundation
Bureau Veritas	Grobest	Ocean Policy Research Institute (OPRI)	The Fishin Co
Business School academic in Kozhikode, Kerala, Southern India	Grupo Frinsa	Ocean Saving Farms	The Freedom Fund
Cadu Consult	Grupo Tortuguero	Ocean Unite	The Global Environment Facility (GEF)
Caistor Seafoods Ltd	GS1	Ocean Wise Conservation Association	The Global Partnership for Sharks and Rays (GPSR)
California Ocean Alliance	GTS Global Traceability	Oceana	The Labour Rights Promotion Network Foundation (LPN)
Canadian Department of Fisheries and Oceans (DFO)	Gulf of Maine Research Institute (GMRI)	OceanMind	The Nature Conservancy (TNC)
Cape Cod Commercial Fishermen's Alliance	Gulf of Mexico Reef Fish Shareholders' Alliance	Oceano Azul Foundation	The Ocean Foundation
Cape Seafoods	Harta Samudra	Oceans 5	The Oyster Bar
CARE Program	Harvest Select/Steel City Seafood	Odaku Online Services Private Limited	The Pew Charitable Trusts
Cargill Inc.	Haymarket Business Media	Oman Ministry of Agriculture and Fisheries, Fishery Quality Control Center	The Stimson Center
Catapult	Hen Mpoano	One Earth Future Foundation	The Sustainability Incubator
CeDePesca	High Liner Foods Inc	OPAGAC	The University of Western Australia
Center for Advanced Defense Studies (C4ADS)	Highlighy Migratory Species Team Manager - Ministry for Primary Industry (MPI) often NZ rep at RFMO meetings	Open Society Foundations	ThisFish
Center for Alliance of	Hilton Food Group	OpsSmart Global	Thomson Reuters

Labor and Human Rights (CENTRAL)			
Center for American Progress	Human Rights and Development Foundation	Orca Bay Seafoods	Tilson
Center for Ocean Solutions	Human Rights at Sea	Oregon State University	Trace Register
Center for Strategic and International Studies (CSIS)	Human Rights Watch	Organic Ocean	Trade up Africa
CENTRAL (Cambodia)	Humanity United	Overseas Fisheries Development Council of the Republic of China	Trademodo
Centre for Environment, Fisheries and Aquaculture Science (Cefas)	Hy-Vee Inc	Oxfam	Transnational Alliance to Combat Illicit Trade (TRACIT)
Centre for International Law, National University of Singapore	Iberconsa	Oxford University	TraSeable
Centre for Marinelife Conservation and Community Development (MCD)	Iberostar	Pacific Islands Forum Fisheries Agency (FFA)	Tri Marine Group
CEPESCA	IBM	Pacific States Marine Fisheries Commission	Trident System, New Zealand - Contractor for Gov and Fishing industry
Ceres	Icicle Seafoods Inc	Pacifical	Trophia
CGIAR	IDH The Sustainable Trade Initiative	Paiche	Trust for Conservation Innovation
Chainpoint	Independent Consultant	Papua New Guinea Fisheries Authority	Trygg Mat Tracking
Chefs Trading	Indonesian Consulate	Parties to the Nauru Agreement (PNA)	Turtle Island Restoration Network
Chicken of the Sea	Indonesian Embassy	PATH Foundation Philippines, Inc.	Tx Tomorrow Explored
China Blue	Indonesian Ministry of Marine Affairs and Fisheries (MMAF)	Peaks Development	U.S. Customs and Border Protection
Chinese Aquatic Product Processing and Marketing Alliance	Indonesian Pole & Line and Handline Fisheries Association	Pelagic Concepts, LLC	U.S. Government Accountability Office (GAO)
City College of San Francisco	Infofish	Pelagic Data Systems	U.S. Joint Chiefs of Staff
Clean Cities Blue Ocean	Inland Seafood	Pelagikos	UN Division for Ocean

			Affairs and the Law of the Sea
CleanStart Design Group	Inmarsat	Perú: Viceministro de Pesca y Acuicultura	Underwriters Laboratories
Client Earth	Institute of Food Technologists (IFT)	Pescadolus	United Nations Global Compact
CollaborateUp	Institute on Science for Global Policy	Pet Food	United Nations Office on Drugs and Crime (UNODC)
Collecte Localisation Satellites (CLS)	Intact Systems	PITIA Pacific Islands Tuna Industry Association	Universidad de Costa Rica
ColomboSky	Integrated Monitoring	Plan International	University of Birmingham
Colorado State University	Intelfin	Plan International USA	University of British Columbia
Compass Group	Intercultural Center for the Study of Deserts and Oceans (CEDO)	Planet	University of California, Berkeley
Comunidad y Biodiversidad, A.C. (COBI)	International Fisheries Management - Ministry for Primary Industry (MPI) New Zealand	Planet Tracker	University of Florida
Concordia	International Justice Mission	Port Nicholson Fisheries	University of Maryland
Conexmar	International Labor Rights Forum (ILRF)	Postelsia	University of Rhode Island's Coastal Resource Center
Conservation Alliance for Seafood Solutions	International Labour Organization (ILO)	Prov Trade	University of Sao Paulo
Conservation International (CI)	International Maritime Organization	PT Minaca Selaras	University of Southampton
Conservation X Labs	International Monitoring, Control, Surveillance Network	Purple Sail Consulting	University of Virginia
Consulate General of Bangladesh	International Organization for Migration	Rabobank	University of Washington
Consultant	International Pole and Line Foundation (IPNLF)	Rare	University of Western Australia
Consumer Goods Forum	International Regional Organization for Health in Agriculture (OIRSA)	Real Good Fish	U.S. Agency for International Development
Cornell University	International Seafood Sustainability Foundation (ISSF)	Resiliensea Group LLC	U.S. Coast Guard

Costa Rica Forever	International Transport Workers' Federation - ITF Global	Resolve	U.S. Department of Homeland Security
Costco	International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations (IUF)	Resonance	U.S. Department of Labor (DOL)
Crown Prince, Inc.	Interpol	rfXcel	U.S. Department of State
CSIRO Oceans and Atmosphere	IQMI	Rockefeller Foundation	U.S. Department of the Treasury
Culinary Collaborations LLC	iRespond Global	Royal Swedish Academy of Sciences	U.S. Foods: Food Services of America
Dakshin	ISEAL Alliance	Royal Thai Government Dept of Fisheries	U.S. Naval Research Laboratory
Dalhousie University	Island Foundation	Rubicon Resources	U.S. Office of the Director of National Intelligence
David Suzuki Foundation	Issara Institute	RWS	USAID Asia
de Volkskrant	iTuna Intel	Safe Quality Seafood Associates (SQSA), LLC	USAID Ocean & Fisheries Partnership / Tetra Tech
Department of Fisheries, Thailand	IUCN	SafetyNet Technologies	UW School of Marine and Environmental Affairs
Department of Environmental and Geographical Sciences, University of Cape Town	James Beard Foundation (JBF)	Sainsbury	Vericatch Solutions Inc
Department of Fisheries, Ministry of Agriculture, Livestock and Irrigation, Republic of the Union of Myanmar	Japanese Consumers Co-operative Union	Salt Saloon	Verite
Directorate of Fisheries Protection and Surveillance, Senegal	Japanese Union	Santa Monica Seafood	Vietnam Tuna Association (VinaTuna)
Diversified Communications (SeafoodSource)	Jealsa Rianxeira	SAP	Virgil Group LLC
Dragonfly Data Science - New Zealand	Just Kai	Sapmer	Virginia Aquarium & Marine Science Center
Eachmile Technologies	Kaiser Permanente	Scaling Blue, LLC	Vulcan Inc.
Earth Island	KfW Development Bank	Schmidt Marine Technology Partners	Wageningen University

Earth Twine	Kingfisher Foundation	School of Fisheries at Fisheries and Marine Institute of Memorial University of Newfoundland	Walmart Foundation
East Bay Seafood	Kiribati Fish Ltd	Scietech International	Walton Family Foundation (WFF)
East Coast Shellfish Growers Assoc	Kiribati Seafood Safety Verification Authority	ScoringAg	Waterloo Foundation (FF)
Ecology Action Centre	KSAT	Scripps Institution of Oceanography	Waxman Strategies
Ecotrust Canada	Legit Fish Inc	SCS Global Services	Wegmans Food Markets
Elevate	Liberty Asia	Sea Choice	Western and Central Pacific Fisheries Commission (WCPFC)
ENTEAM ORGANIZATION	LIDL Spain and Corporate	Sea Delight, LLC	Whole Oceans
Environmental Defense Fund (EDF)	Lovering Foods	Sea Quest	WildAid
Environmental Justice Foundation (EJF)	Lyons Seafood Co.	Sea to Table	Wildlife Conservation Society
Environmental Law Institute (ELI)	Marine Change Ltd	Seafarers Union of Burma	Wildlife Protection Solutions
Envisible	Marine Conservation Institute	SEAFDEC	Winrock International
Epikso (Epik Solutions)	Marine Conservation Society	Seafish	Women in Fisheries Network
Equal Play	Marine Gold Products	Seafood Analytics	Women in Seafood
Ergon Associates	Marine Stewardship Council (MSC)	Seafood Commons	Woodrow Wilson Center
Eroski	Marisla Foundation	Seafood Intelligence	Woods Hole Group
ESP Associates	Maritech Dynamics	Seafood Legacy co, Ltd.	Woolworths Group
Estela Medioambiente	Maritime Intelligence Fusion Center-Pacific	Seafood Ninja, Inc.	World Bank
European Union Embassy	Marks and Spencer	Seafood Taskforce/CP Foods	World Benchmarking Alliance
Export Development Canada (EDC)	Mars Inc.	Seafood Watch (SFW)	World Economic Forum
Fair Hiring Initiative	Marshall Islands Marine Resources Authority	SeafoodMatter	World Ocean Council
Fair Trade Fish	MarViva	Seafresh Group	World Resource Institute

Fair Trade USA	MASCATO SALVATERRA S.L.U.	Sealed Air	World Seafood Producers (WSP)
Fairagora	MAST	Secretariat of the Pacific Community	World Wildlife Fund (WWF)
FAME	Mauritanian Ministry representatives and to SMCP	Sedna Technologies	WorldFish Center
Fiji Ministry of Fisheries	Mava Foundation	Senator Christopher A. Coons	Yayasan Masyarakat dan Perikanan Indonesia (MDPI)
FINNZ	McKeever Films, Inc.	Senegal Fisheries Protection and Oversight Branch	Young's Seafood
		Senior Legal Advisor | Norwegian Directorate of Fisheries	Zunibal

Annex 4: SALT Leverage Report