



USAID
FROM THE AMERICAN PEOPLE

SEAFOOD ALLIANCE FOR LEGALITY AND TRACEABILITY (SALT)

September 29, 2017 to March 28, 2024

END OF PROJECT REPORT



WALTON FAMILY
FOUNDATION

the David
& Lucile Packard
FOUNDATION

GORDON AND BETTY
MOORE
FOUNDATION



Submission Date: March 27, 2024
Cooperative Agreement #: AID-OAA-A-17-00020
Activity Start Date and End Date: September 29, 2017 to March 28, 2024
AOR: Jennifer Kane
Submitted by: Kate O'Rourke, SALT Chief of Party
FishWise
PO Box 233
Santa Cruz, California 95061-0233
Tel: (831) 460-6113
Email: k.orourke@fishwise.org

This document was produced for review by the United States Agency for International Development (USAID). It was prepared by FishWise for the Seafood Alliance for Legality and Traceability (SALT). Cooperative Agreement # AID-OAA-A-17-0002

Table of Contents

| | |
|--|-----------|
| Acronyms and Abbreviations | 3 |
| Executive Summary | 4 |
| 1. Introduction | 5 |
| 2. Project Overview | 5 |
| Target Audiences | 7 |
| Strategic Approaches | 7 |
| Monitoring, Evaluation, and Learning Across the Life of the Project | 8 |
| Project Governance | 9 |
| 3. Learning Across the Life of the Project | 10 |
| Learning Questions | 11 |
| 4. Project Activities, Outcomes, and Lessons | 13 |
| Key Result 1: Shared Agenda to Promote Comprehensive eCDT is Identified | 13 |
| Key Result 2: A Knowledge-Sharing Platform is Established and in Use by Stakeholders | 14 |
| Key Result 3: SALT Stakeholders' Engagement and Empowerment to Take Action Increased | 17 |
| Key Result 4: Knowledge for Comprehensive eCDT is Generated, Captured, and Shared | 23 |
| Key Result 5: Principles for Developing Comprehensive eCDT Systems Are Created | 26 |
| Key Result 6: Principles Incorporated into eCDT and/or Traceability Systems Including Human and Labor Rights for All Seafood Workers, Food Security, Livelihoods, and Well-being | 29 |
| Key Result 7: Lessons from SALT Products, Knowledge Shared, and the Community Have Raised Awareness and/or Informed Decision-making | 35 |
| 5. Gender and Social Inclusion in SALT | 37 |
| Gender and Social Inclusion | 37 |
| 6. Project Management | 40 |
| Foundation Leveraged Funds | 41 |
| 7. Looking Ahead | 41 |
| Transitioning SALT to FishWise | 41 |
| Maintaining the SALT Community | 42 |
| The Future of Traceability | 42 |
| Link to Annexes | 43 |

Acronyms and Abbreviations

| | |
|----------|--|
| AC | Advisory Committee |
| AFO | Aqua-Farms Organization |
| BEST | Benefits Evaluator for Seafood Traceability tool |
| BPI | Blue Ports Initiative |
| CC | Coordination Committee |
| CRM | Customer relationship management |
| DEIA | Diversity, Equity, Inclusion, and Accessibility |
| eCDT | Electronic Catch Documentation and Traceability |
| FAO | Food and Agriculture Organization (of the United Nations) |
| GDA | Global Development Alliance |
| GDST | Global Dialogue for Seafood Traceability |
| IUU | Illegal, unreported, and unregulated (fishing) |
| KM | Knowledge management |
| LAC | Latin America and the Caribbean |
| MCD | Centre for Marinelife Conservation and Community Development |
| MEL | Monitoring, evaluation, and learning |
| MLF | Ministry of Livestock and Fisheries (of the United Republic of Tanzania) |
| NGO | Nongovernmental Organization |
| PSMA | Port State Measures Agreement |
| RISE | Roadmap for Improving Seafood Ethics |
| SALT | Seafood Alliance for Legality and Traceability |
| SOE | Spectrum of Engagement |
| USAID | United States Agency for International Development |
| VINATUNA | Vietnam Tuna Association |

Executive Summary

The Seafood Alliance for Legality and Traceability (SALT) was born from a need to bring together disparate efforts, ideas, and people to advance progress in seafood traceability. SALT is a six-year public-private partnership funded by United States Agency for International Development (USAID), the David & Lucile Packard, Gordon and Betty Moore, and Walton Family Foundations, and led by FishWise, a sustainable seafood consultancy.

Illegal, unreported, and unregulated (IUU) fishing represents one of the most complex issues confronting the world today. Addressing IUU fishing, associated labor and human rights abuses, and inadequate fisheries management will improve security, economic prosperity, and food security for the millions of people who depend on fisheries for their livelihoods. Complex systems problems require collaboration and coordination to achieve positive change.

SALT leveraged the power of collaboration to forge solutions for legal and sustainable seafood, with a particular focus on comprehensive electronic catch documentation and traceability (eCDT)—capturing and using ecological, social, and economic data related to seafood products to support and strengthen effective fisheries management, support legal and equitable human welfare conditions for laborers, identify and prevent IUU fishing and mislabeled products from entering markets. The project accelerated the global sustainable seafood movement toward the inclusive design of electronic seafood traceability. Major project achievements include:

- Expanding eCDT beyond economic value to encompass social and ecological benefits as well.
- Developing the Comprehensive Traceability Principles, a framework for designing or improving an eCDT program that can help ensure ecological, social, and economic—or “comprehensive”—benefits are maximized.
- Creating an extensive, multi-sectoral SALT community and a resource hub for this community, reaching thousands of stakeholders across the life of the project.

Through SALT, a dynamic community of stakeholders from around the world are accessing, sharing, and applying traceability knowledge and best practices to create comprehensive eCDT programs that are effective and scalable to support ecological, social, and economic well-being.

With gratitude,

Kate O’Rourke, SALT Chief of Party

I. Introduction

This end of project report summarizes the achievements of the Seafood Alliance for Legality and Traceability (SALT), shares lessons learned over its six-year implementation period (from September 29, 2017, to March 28, 2024), and serves as a reference for future projects.

SALT was formed as a global alliance to promote legal and sustainable fisheries through improved transparency in seafood supply chains. SALT brought together the seafood industry, governments, and nongovernmental organizations (NGOs) to learn about and collaborate on innovative solutions for legal and sustainable seafood. It had a particular focus on traceability—the ability to track the movement of seafood through supply chains. SALT was a response to new policy, industry, and technological developments that created opportunities to address illegal, unreported, and unregulated (IUU) fishing as a key issue for development and biodiversity conservation. It brought together the resources, relationships, and experience of USAID, the Packard, Moore, and Walton Family Foundations, and project implementer FishWise to create a global, multi-stakeholder network for identifying and expanding emerging best practices in seafood traceability.

SALT would like to thank USAID, the Packard, Moore, and Walton Family Foundations; as well as each of its partners for their role in SALT and their continued work to promote legal and sustainable fisheries by expanding electronic traceability to benefit our environment, seafood laborers, and the ocean economy. For a list of SALT’s key partners, see Annex 3.

2. Project Overview

IUU fishing is a global challenge with impacts across ecological, social, and economic systems. Complex, systemic issues like IUU fishing require collaboration and coordination to achieve positive change. If done successfully, addressing IUU fishing, along with associated labor abuses and poor fisheries management, can enhance security, economic prosperity, and food security for those who depend on fisheries for their livelihoods.

Comprehensive electronic catch documentation and traceability (eCDT) programs collect, record, and share verifiable information about seafood products moving through supply chains. These programs are essential for monitoring and self-regulation within the seafood industry. An ideal eCDT program encompasses ecological, social, and economic—or “comprehensive”—data to bolster fisheries management, prevent IUU fishing, and ensure fair labor conditions. While eCDT

is implemented globally, its progress cannot be realized by isolated efforts. USAID and partner foundations launched SALT to bridge this gap and foster collaboration.

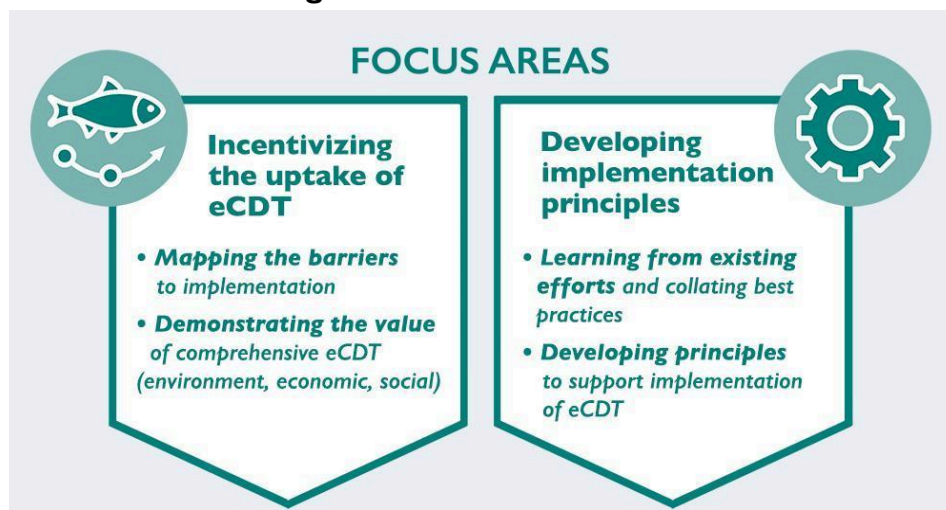
Central to SALT’s work was streamlining eCDT initiatives into one coherent effort captured by a knowledge management system. By promoting collaboration across diverse stakeholders, offering an online learning platform, and expanding tailored resources, SALT aimed to catalyze solutions for how the seafood industry and governments collect, share, verify, and, ultimately, use data for ecologically and socially responsible fisheries.

SALT had four objectives:

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

As the result of a year of co-design with 34 countries and 132 organizations around the globe, SALT prioritized two areas (Figure 1).

Figure 1. SALT Focus Areas



Target Audiences

SALT focused on two target audiences: seafood producing (source) country governments and industry. SALT's primary research and co-design process revealed that seafood producing countries' governments were not getting adequate technical support for building eCDT programs, making them ideally suited for capacity-building support from SALT. They were also selected because of the importance of getting governments to act on traceability. SALT prioritized governments where USAID and SALT's partner foundations worked, as they had more capacity gaps to support and aligned more closely with SALT's objectives. As the seafood industry is an essential stakeholder in the uptake of eCDT, industry stakeholders with interest and leverage in developing producer countries were a focus as well. Additionally, global alliances and NGOs representing SALT's target audiences were also invited to help leverage the commitments those groups had already made.

Strategic Approaches

People lack dedicated time, space, and facilitated opportunities to come together, share findings and best practices, promote efforts, integrate approaches, and foster collaboration to improve data collection, electronic monitoring, seafood tracking, and fisheries management. Without opportunities to exchange knowledge, it is difficult to catalyze constructive and collective action to combat IUU, address human rights and labor abuses, and strengthen fisheries management. SALT used three strategic approaches to address this gap:

1. Network building for traceability collaboration and learning

SALT 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 was intended to serve instead of *for* them, FishWise believed there would be greater buy-in for the alliance, and the network would grow stronger and faster because of these relationships.

2. Knowledge for comprehensive eCDT action

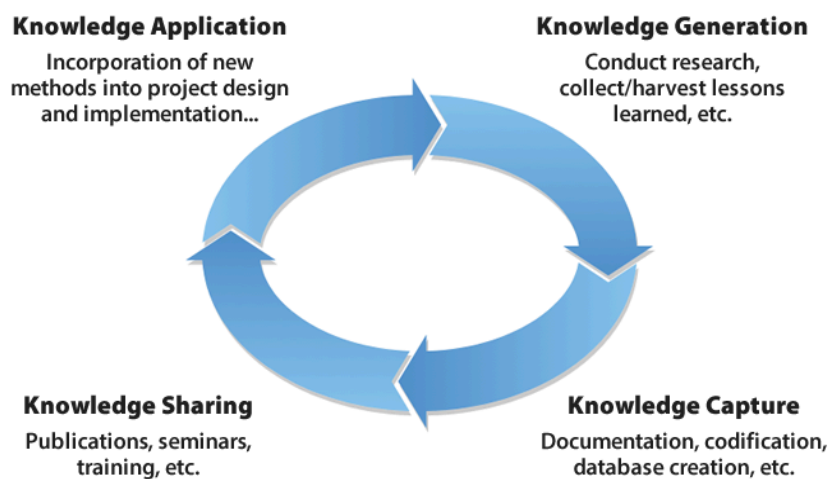
A dedicated approach to learning and knowledge management (KM) was essential for project success. SALT incorporated a systematic approach to learning and collaboration using the KM cycle (Figure 2). KM seeks to get the right information to the right people at the right time and in the right format. Complex work on global systems cannot survive sustainably without KM, as learning in a system depends on the KM cycle. SALT worked across the four stages of the KM cycle, as seen in SALT's Results Chain in Annex I. The

initial years of SALT focused on knowledge generation and capture (outputs), with movement toward uptake and action (outcomes) in the final years.

3. Communication management

The cornerstone of SALT was communication management. A pivotal aspect of this strategic approach was the development of an online resource and learning platform designed to support knowledge sharing and expertise from other projects around the world. Key to the success of this approach was the crafting of easily digestible communications, and employing a human-centered design approach when developing SALT tools and resources. SALT's ability to generate original content and curate information from around the world positioned it as a go-to resource for the traceability community.

Figure 2. Knowledge Management Cycle¹



Monitoring, Evaluation, and Learning Across the Life of the Project

Based on the SALT theory of change, FishWise measured impact through a monitoring, evaluation, and learning (MEL) plan. SALT collected quantitative and qualitative data, monitored results, learned from experience, and applied evidence to adapt program implementation.

SALT kept a 'Connections and Uptake Log' to track several types of engagements, including its relationships; its role in bringing people together; presentations; references in reports or resources; and occasions when community members shared SALT products, stakeholders expressed an interest in applying any SALT product, and application of a SALT product occurred.

¹ <https://www.dir.ca.gov/dosh/puborder.asp>

For disaggregation of information and data related to stakeholders, SALT focused on gender, where possible, and country, region, and stakeholder group.

Underpinning SALT's analytical ability to monitor community size and growth is FishWise's implementation of customer relationship management (CRM) software. Although the SALT team manually input some information and conducted quality control, other processes were automated. SALT established a dashboard on a CRM platform where staff could access, monitor, and analyze engagement performance indicators in real time.

Project Governance

SALT formed committees to guide its work, which were vital to implementing a project that met the needs of its stakeholders. For example, SALT formed a co-design committee to create the project objectives. As a Global Development Alliance (GDA), SALT also created a Coordination Committee (CC) made up of partner donors (USAID and the Walton Family, Packard, and Moore Foundations) to harmonize and manage the program. A SALT Advisory Committee (AC) included strategic thinkers and implementers from industry, civil society, government, and other sectors and from different countries, with various perspectives on issues related to seafood traceability. Members of the AC provided advice and guidance throughout the project. SALT also created project-specific committees, such as the Comprehensive Traceability Principles Consultative Committee. SALT committees were effective because they each had specific mandates that were time-bound. Participation was strong in the different committees. This may have been due to the meetings encouraging collaboration and learning, with project updates taking up only half of the agenda, with the other half of the agenda held for dialogue and feedback. SALT would like to thank all of the committee members for their time and expertise in making SALT a success. Please see Annex 3, for a list of committee members over the life of the project.

3. Learning Across the Life of the Project

Learning was a primary focus of SALT—to create, share, and manage knowledge with the hope that it would be internalized by the SALT community and applied to traceability work. Lessons derived from each key result have been outlined throughout this report, but there were also cross-cutting takeaways that will benefit future projects (Table I).

Table I. Life of Project Lessons

| | |
|--|--|
| Co-design is essential but not easy. | The importance of asking stakeholders what their needs are and then delivering solutions to those needs cannot be understated. To successfully implement traceability, organizations need to start with people, not technology. However, co-design does require an upfront investment of time and effort. |
| Be clear about the role and value of a Global Development Alliance. | Setting clear boundaries early around project scope is important. SALT had to be clear with stakeholders about what could be done and say “no” when opportunities arose that did not align with project objectives. |
| A backbone organization is essential. | Leading from behind as the backbone organization is important. Simplifying and consolidating information is a powerful tool for changing minds. SALT gained standing in its convener role, becoming a respected and trusted voice. |
| A coalition of the willing helps with buy-in. | Rather than identifying a target list of countries or companies to engage in, SALT prioritized working with the audiences that were consistently showing interest in SALT’s work and participating in SALT events. Working with this coalition of the willing proved to be an effective way to maximize buy-in and, ultimately, project success. |
| Principles are not static. | The Comprehensive Traceability Principles must evolve in support of eCDT programs. SALT saw the need for revisions to the Principles after the initial application, and they will require continued adaptation as they are applied going forward. |
| SALT was ideally timed, yet full results will take years. | SALT was formed at an ideal time. Given growing political momentum, the creation of the Global Dialogue for Seafood Traceability (GDST), and developments related to import policies in the EU, U.S., and Japan, SALT was able to benefit from and contribute to action and attention for traceability. However, the ability for traceability data to inform fisheries management (and realizing the full SALT results chain) will take time; it will take years for the project’s full impact to be felt. |
| Similarities in eCDT programs outweigh differences. | Countries experience similar challenges in developing and implementing eCDT programs, reinforcing the need for an alliance like SALT. Governments must be able to talk to and learn from each other. The challenges the seafood sector faces are not significantly different from those of other global, complex supply chains. Cross-sector learning is crucial and may be easier to translate than once thought. |
| Team reflection practices help refine the project. | SALT applied the learning ethos to internal activities throughout the project. Team reflection practices included “After Action Reviews” after major deliverables, monthly Reflection & Connection meetings, and mid-project “Pause & Reflects.” All practices were designed to build relationships, evaluate how the team worked, and identify opportunities for improvement. |

Learning Questions

There are two assumptions in SALT’s results chains: (1) that knowledge disseminated through the sharing of resources and lessons with the community will lead to its acquisition, i.e., a better understanding of traceability; and (2) that knowledge acquired will lead to its application, i.e., the incorporation of that knowledge into projects, pilots, etc. To address this leap of faith between knowledge shared and knowledge acquired and then knowledge acquired and knowledge applied, SALT added learning questions to its MEL plan (Table 2 and 3).

Table 2. SALT Learning Question 1

| Assumption | Learning Question 1: To what extent and under what conditions does knowledge dissemination lead to knowledge acquisition? |
|---|---|
| <p>Knowledge shared → Knowledge acquired</p> <p>When SALT disseminates and shares tailored knowledge with the SALT community, that knowledge is acquired and leads to a better understanding of different aspects of the seafood traceability landscape.</p> | <p>SALT found knowledge dissemination to be more successful in leading to knowledge acquisition under the following conditions:</p> <ul style="list-style-type: none"> ● When knowledge products were framed as tools or as holding answers to a particular challenge for a particular audiences, rather than as general informational pieces or long reports ● When stakeholders were not overwhelmed with options; for example, SALT found that its website had so many filters that audiences had a hard time finding resources (less can be more) ● When the knowledge disseminated was fully born from the community’s articulated needs and developed in conjunction with it (e.g., the Principles were a direct response to what stakeholders requested in initial co-design and were developed collaboratively) ● When the knowledge was heavily and actively promoted during dissemination, e.g., a communications campaign rather than passive posting on a sharing platform ● When made available in different formats (e.g., Principles as a PDF in a linear format and for in-person convenings, as well as a website for interactivity) and languages (e.g., Principles available in six languages; regional meetings held in local languages) ● When delivered 1:1 to encourage direct uptake, rather than only through mass engagement (particularly for government audiences) ● When resources were paired with capacity building and localization (e.g., stakeholders got further in application when the Principles and Pathway were paired with consultation and partnership to adapt knowledge into local contexts) ● When the knowledge was presented by individuals who are known and trusted by the community (e.g., bringing Latin America and the Caribbean (LAC) government representatives on webinars to champion the knowledge) ● When informed by assessments to understand the audience’s knowledge prior to dissemination (e.g., pre-meeting surveys or planning sessions) |

Table 3. SALT Learning Question 2

| Assumption | Learning Question 2: To what extent and under what conditions does knowledge acquisition lead to knowledge application? |
|--|--|
| <p>Knowledge acquired → Knowledge applied</p> <p>When knowledge is acquired from SALT activities (e.g., resources, presentations, connections, or tools), it will be applied or incorporated into projects.</p> | <p>Defining “Application”:</p> <p>Because there are so many possible ways that SALT may support a government in applying the Principles, it needed to define what constitutes “application.” For SALT, it was defined as leveraging any portion of the Principles or Pathway to inform the design of a traceability program.</p> <p>SALT found knowledge acquisition to be more successful in leading to knowledge application under the following conditions:</p> <ul style="list-style-type: none"> ● When the knowledge helped guide stakeholders to take action via a concrete step (e.g., conducting a gap analysis or strategy development) ● When stakeholders found avenues to translate resources for their own in-progress analysis, product, or tool (e.g., Peru consultants created a Principles Action Plan, mapping proposed traceability activities in Peru, with the activities in the Pathway, to identify gaps and inform future action). ● When the knowledge was shared with stakeholders with driving power (e.g., individual government representatives with the appropriate authority) ● When application used a comprehensive approach, rooting efforts in how the traceability program could help achieve multiple benefits across stakeholder groups (e.g., the Tanzanian comprehensive eCDT strategy creation process for the Kilwa Octopus Fishery) ● When stakeholders were fully mapped so that implementers could better understand the full suite of stakeholders to engage (e.g., stakeholder analysis for the Tanzanian comprehensive eCDT strategy co-design workshop) ● When financial and capacity resources were available (or, in the absence of financial resources, where there were low-cost activities that could be pursued first, such as a gap analysis) ● When there were multiple touch points with the same audiences to increase the chance of engagement ● When stakeholders saw they could gain credibility by applying resources (e.g., LAC Comprehensive eCDT Principles application) ● When knowledge was applied to a traceability project that was already underway, with the right motivations in place (as opposed to expecting the knowledge to generate new projects) <p>To encourage further application of knowledge, SALT recommends:</p> <ul style="list-style-type: none"> ● Prioritizing efforts where there has been previous movement, but where a project has stalled and could benefit from support to restart ● Deepening the level of technical information provided (e.g., some stakeholders further along in the phases of eCDT development and implementation were eager for highly tactical resources) ● Maintaining a sharp focus for the knowledge (the strategy for moving from acquisition to application is not to give all the information all at once) ● Increasing the visibility of development resources and opportunities available to support technical projects ● Seeking out and cultivating individual, enthusiastic champions for the work |

4. Project Activities, Outcomes, and Lessons

SALT monitored its progress and achievements by tracking key results and associated indicators identified in its results chain (Annex I). SALT exceeded or met each indicator set for the project. This section is organized by SALT's seven key results, with a data table summarizing the indicator(s) target and the end result.

Key Result I: Shared Agenda to Promote Comprehensive eCDT is Identified

| Key Result I: Indicator(s) | Project Target | Result |
|---|----------------|--------|
| I.1) # and list of collaborative actions identified at the PartnerLab | 5 | 9 |

KR I: Context

SALT began by spreading the word about the project and worked to understand the needs of the SALT community (while building it at the same time) through co-design. The yearlong co-design process engaged the seafood industry, governments, and nongovernmental organizations to identify key SALT approaches, themes, and audiences. In all, 159 people participated in the co-design events, or "[DataLabs](#)," held in the Americas, Europe/Africa, and Asia-Pacific, including 38 key traceability practitioners. The events generated 33 proposed collaborative actions or priorities for the traceability community. A culminating event, SALT's PartnerLab, was held in Thailand to assess the gaps in knowledge about traceability exposed in the DataLabs. Work on these gaps would further learning and collaboration on SALT's key themes, namely, promoting eCDT systems that benefit a range of ecological, social, and economic needs, or comprehensive eCDT.

KR I: Key Activities & Outcomes

A shared agenda was identified through PartnerLab

SALT held the [PartnerLab](#) to assess the key challenges and solutions to moving the field of eCDT forward. Sixty-four stakeholders from 20 countries participated, selecting nine total collaborative actions, which exceeded SALT's original target. These priorities formed the basis of SALT's work for the remainder of the project.

| KR 1: Learning | |
|---|---|
| Create ample space for exchanges. | The DataLabs and PartnerLab invited experts to share what worked in their particular traceability systems and their views on the traceability movement globally. Sharing various approaches and perspectives from different parts of the world was part of SALT’s mission of contributing new knowledge to enhance collaboration. |
| Use a comprehensive perspective to increase buy-in. | Emphasizing the value of a system that benefits many groups, such as those improving labor conditions and managing fisheries, can encourage more organizations to adopt a traceability system than if a project is approached from just one perspective (e.g., ecological benefits alone). |
| Provide stakeholders information on human and labor rights. | The traceability community remains eager for learning events regarding human and labor rights in the seafood industry, as demonstrated by the prevalence of this theme in the DataLabs and PartnerLab. |
| Create a safe space to publicly share challenges and failures. | The DataLabs and PartnerLab were designed to solicit input from all participants, supporting open dialogue using Chatham House rules and asking participants to think about taking action, including “failing fast” (trying out and iterating quickly on ideas) for success. |

Key Result 2: A Knowledge-Sharing Platform is Established and in Use by Stakeholders



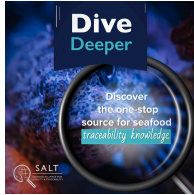

KR 2: Context

The primary goal of SALT’s knowledge-sharing platform was to collate, share, and connect people in a virtual space and act as a librarian. The platform allowed SALT to share new and existing content about traceability and anti-IUU efforts, consolidating global work on these topics in one place. It helped to expand meaningful dialogue and build partnerships to promote traceability and learning for the SALT community. It was also effective in expanding the number and type of people who participate in SALT. SALT could steer audiences to relevant or important content through the platform; key resources included the Principles & Pathway, Story Hub, the Seascape Map, and Dive Deeper. See Table 4 for details on these tools and resources.

| Key Result 2: Indicator(s) | Target | Y2 | Y3 | Y4 | Y5 | Y6 | Result |
|--|--------------|--|-------|-------|-------|--------|--------|
| 2.1) Knowledge sharing platform is live, functional, and accessible | SALT website | Y2: SALT website launched Y6: SALT website merged with FishWise website | | | | | |
| 2.2) # of unique visitors on SALT platform/website | 22,500 | 672 | 5,009 | 9,131 | 9,006 | 6,760* | 30,637 |
| 2.3) # of downloads of SALT products (Dive Deeper downloads, Story Hub views, and YouTube views)*** | 2,000 | -** | -** | -** | 4,117 | 4,866* | 14,220 |
| Downloads from Dive Deeper only (SALT original & SALT curated) | 2,000 | -** | 133 | 1,094 | 592 | 488* | 2,895 |

* Data from October 1, 2022 to June 30, 2023; ** Data not available for the specific year; *** SALT realized that “PDF download” does not fully capture how the community uses SALT products. Therefore, SALT captured PDF downloads, access to the Story Hub views, and YouTube views for Indicator 2.3.

Table 4. Selected Tools and Resources on SALT’s Knowledge-Sharing Platform

| | | | | |
|-------------------|---|--|--|--|
| |  <p>Story Hub</p> <p>A collection of 67 articles featuring SALT and its community’s stories and achievements.</p> |  <p>Seascape Map</p> <p>A map of 227 global organizations and efforts working to address seafood traceability, IUU fishing, and social responsibility.</p> |  <p>Dive Deeper</p> <p>A curated library of 495 resources topics related to eCDT, counter-IUU fishing, and combating human and labor rights abuses in the seafood industry.</p> |  <p>eCDT Principles</p> <p>A framework for designing or improving an electronic traceability program that can help ensure these programs maximize benefits across three comprehensive areas.</p> |
| Unique Page Views | 15,187 | 9,776 | 11,550 | 7,097 |
| Downloads | Not applicable | Not applicable | 2,895 | 385 |

KR 2: Key Activities & Outcomes

Development of the SALT Website

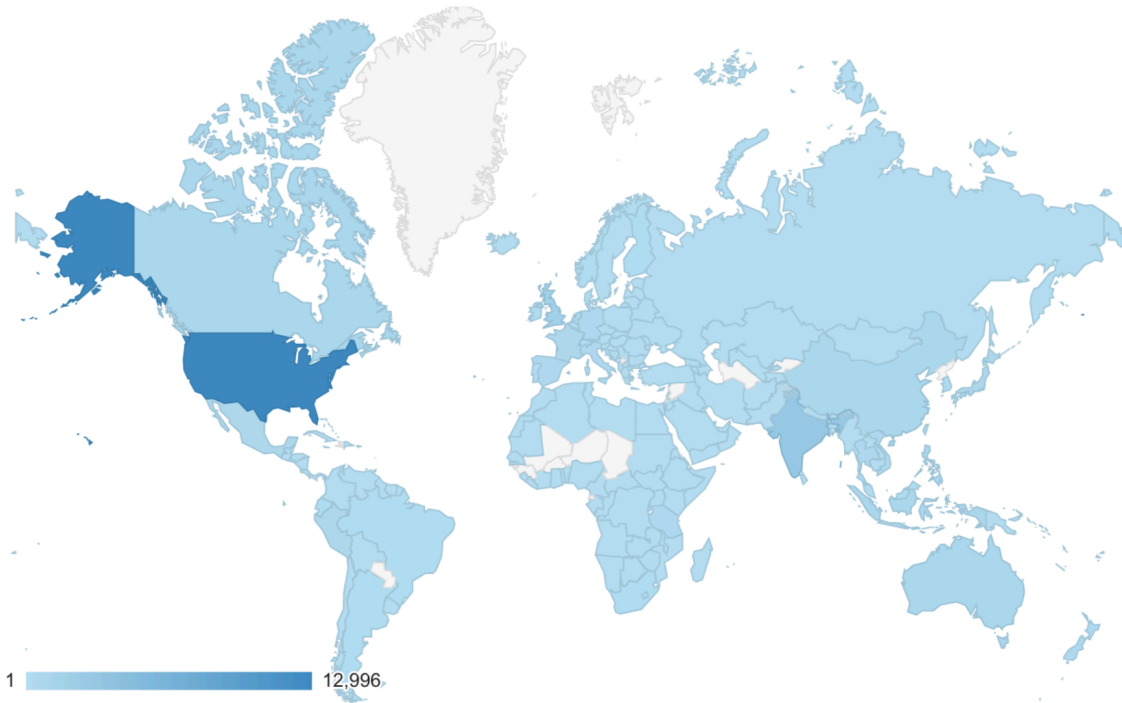
The SALT website was a key first deliverable, and its development was one of the largest and most time-consuming communication lifts of the project. Website construction included developing the Seascope Tool that inventoried relevant projects around the world; gathering and reviewing existing information on eCDT; and writing new content. SALT carefully vetted resources, selecting only those that had the potential to influence work on equitable and traceable ecosystem-based approaches to fisheries management. SALT consulted with its community on the site design throughout development. For example, it used PartnerLab to show a mockup of the homepage and the Seascope design and asked for feedback on what people would use. SALT also solicited participants’ testimonials and contributions to the website. SALT used a rollout strategy for the site that included a soft launch, promotional launch, coordination with USAID for promotion, email campaigns, and a press release.

Measuring the Platform’s Reach

Since the launch of the website, 30,637 unique visitors visited SALT’s website, totaling 116,976 page views. That is more than 750 unique visitors to the SALT website every month. The US made up just under half of those visitors (12,972 visitors; 42% of the total), followed by India (9%) and the UK (5%). See Figure 3. The top 25 countries comprised 85% of the website traffic,

and SALT’s target audience, seafood producing countries, were well represented, including India, China, Indonesia, the Philippines, Mexico, Peru, Thailand, Vietnam, Tanzania, South Africa, and Ecuador, which have made up 23% of the unique visitors to the SALT website since its launch.

Figure 3: Unique Visitors to SALT’s Website by Country



Map of SALT website visitors since the launch to the end of June 2023. The darker blue represents a higher number of website views.

Updating the Website with Community Involvement

The SALT team continued to add curated content to the website to showcase seafood traceability efforts around the globe and ignite collaboration. The original content, combined with continuous resource curation and promotion, resulted in a large number of visitors to the website. The SALT community itself also contributed to the content curation, which led to higher website engagement. Additionally, through adaptive management, SALT updated the platform’s tools to improve the user experience. For example, the Seascape Map was redesigned and updated to include information on counter-IUU fishing policies such as the Agreement on Port State Measures (PSMA).

Leveraging the Website for the Principles and Pathway

To create the online version of the Principles and Pathway for SALT’s website, SALT modeled the design process after USAID’s four-step human-centered design process. This involved gathering feedback from the Principles Consultative Committee on format and design, learning from other knowledge platform implementers, and working with consultants to finalize the site’s

architecture. In Year 4, SALT created an online hub that housed the Principles and the Pathway featuring over 100 resources, incorporated a mechanism for asking questions, and encouraged the SALT community to connect with the team to incorporate the Principles into their work.

| KR 2: Learning | |
|--|---|
| Develop relevant and timely content. | The website consistently had over 750 new visitors every month. This level of engagement can be attributed to hosting or creating timely resources and SALT's multi-pronged approach to promoting and leveraging those resources. |
| Embrace the unexpected: COVID created outreach opportunities. | The use of online webinars and conferences increased as the global community adapted to COVID-19. Webinars and YouTube allowed SALT to reach the target audiences that were otherwise hard to reach, such as the governments of seafood producing countries. |
| Pay attention to accessibility. | SALT invested substantial time in ensuring the knowledge-sharing platform was accessible for users. This included language considerations, 508 compliance, and mobile accessibility. For example, SALT strove to write in plain language to improve the translatability of text. |
| Leverage multiple formats to benefit diverse users. | SALT determined that its flagship output, the Principles and Pathway, would be best represented in two ways: an interactive online interface and a downloadable, static PDF. Online pages would allow for SALT to link directly to external resources and guidance, and a downloadable PDF would allow users to print, share, and more easily access the content in places with limited internet bandwidth. |
| Build extra time into the design process for process snags. | For platform development, FishWise's integration of a new CRM system and other backend software to aid website queries and resource additions added to the challenge of building the new site, which was exacerbated by working with an entirely remote design team. |

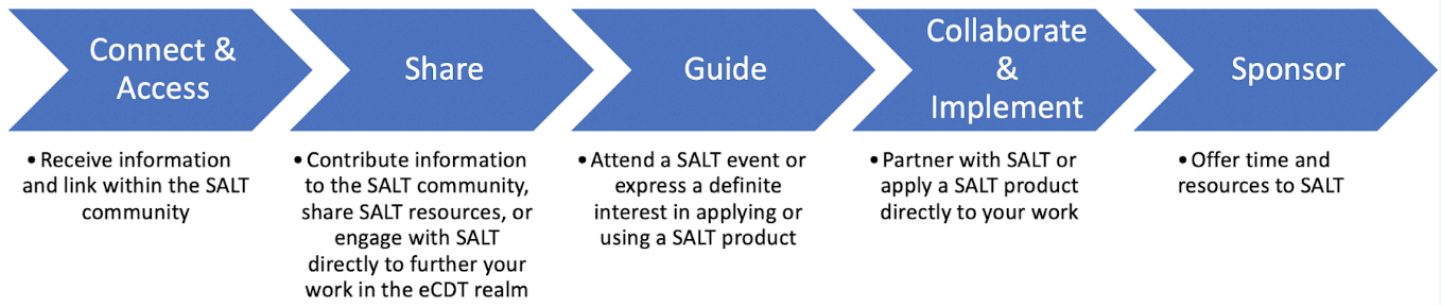
Key Result 3: SALT Stakeholders' Engagement and Empowerment to Take Action Increased

KR 3: Context

SALT aimed to build, sustain, and strengthen an inclusive, dynamic, and comprehensive eCDT community. The project aimed to engage producer country governments, industry, and traceability stakeholders, who would then support the KM cycle toward a shared understanding of eCDT, leading to a better enabling environment for comprehensive eCDT.

SALT developed and used a Spectrum of Engagement (SOE) (Figure 4) to measure how community members increased their engagement with SALT and its activities. As individuals became more involved, they moved along the SOE, with the idea that as stakeholders got increasingly involved, they would become more empowered to take action around improving traceability.

Figure 4. SALT Spectrum of Engagement



The indicator below shows SALT’s effectiveness at creating a large and diverse community of engaged stakeholders. By the end of the project, over 66.7% of the entire SALT community was at the “share” stage or higher in the SOE, exceeding the goal of having 40% of stakeholders at the “share” stage or higher (Figure 5).

| KR 3: Indicator(s) | Target | Y3 | Y4 | Y5 | Y6 | Result |
|---|--------|-----|-----|-------|-------|--------|
| 3.1) % of stakeholders whose level of engagement is at the “Share” stage or higher (disaggregated by gender, region, and stakeholder group) | 40% | 50% | 53% | 63.2% | 66.7% | 66.7% |

KR 3: Key Activities & Outcomes

Building the SALT Network

SALT solidified its role as a central hub for the traceability community. At the end of the project (as of September 29, 2023), SALT's community had grown to 2,205 individuals from 996 organizations, representing 90 countries. The members of the SALT community come from an array of stakeholder groups (Figure 5). The most represented groups are NGOs (at 26.7%), followed by governments from seafood producing countries (17.2%) and the seafood industry (14%), the latter two being the two main audiences for SALT (Figure 6). SALT successfully increased engagement with its key stakeholder groups by choosing target countries and regions, creating tailored products, liaising individually with interested parties, and hosting virtual events. At the end of six years, the guide phase represents the largest part of the community (37.9%). This is significant because members at the guide phase are active participants in the SALT community, helping move the work of traceability forward.

Figure 5. SALT Stakeholders by Spectrum of Engagement (SOE) (n = 2,205)

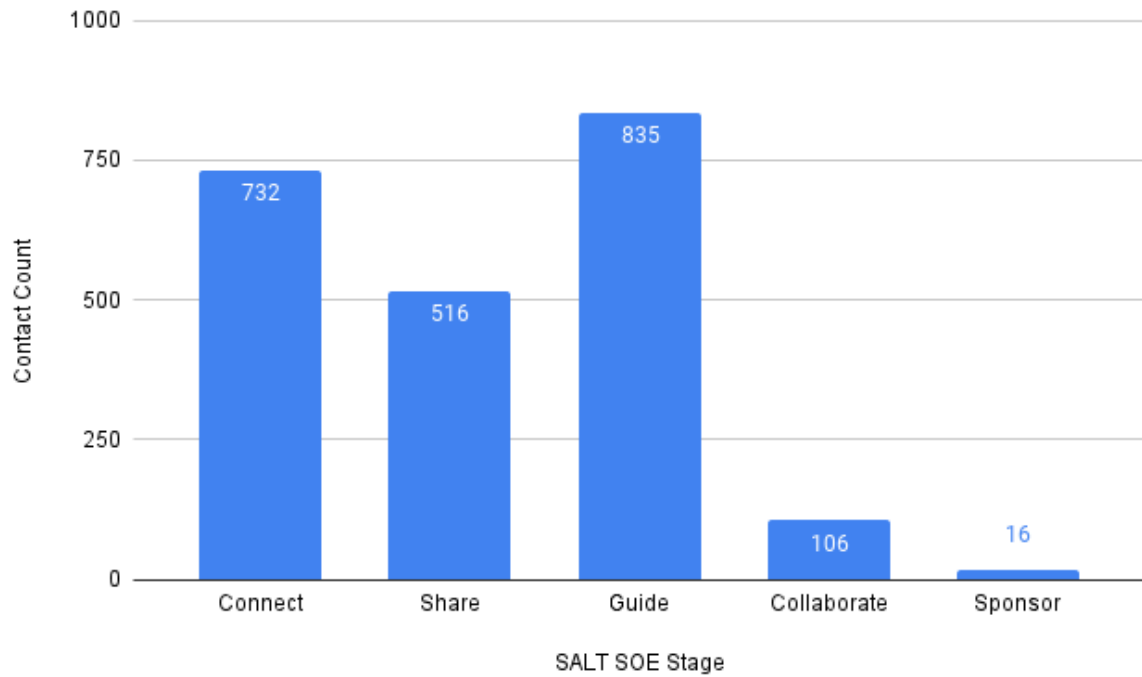
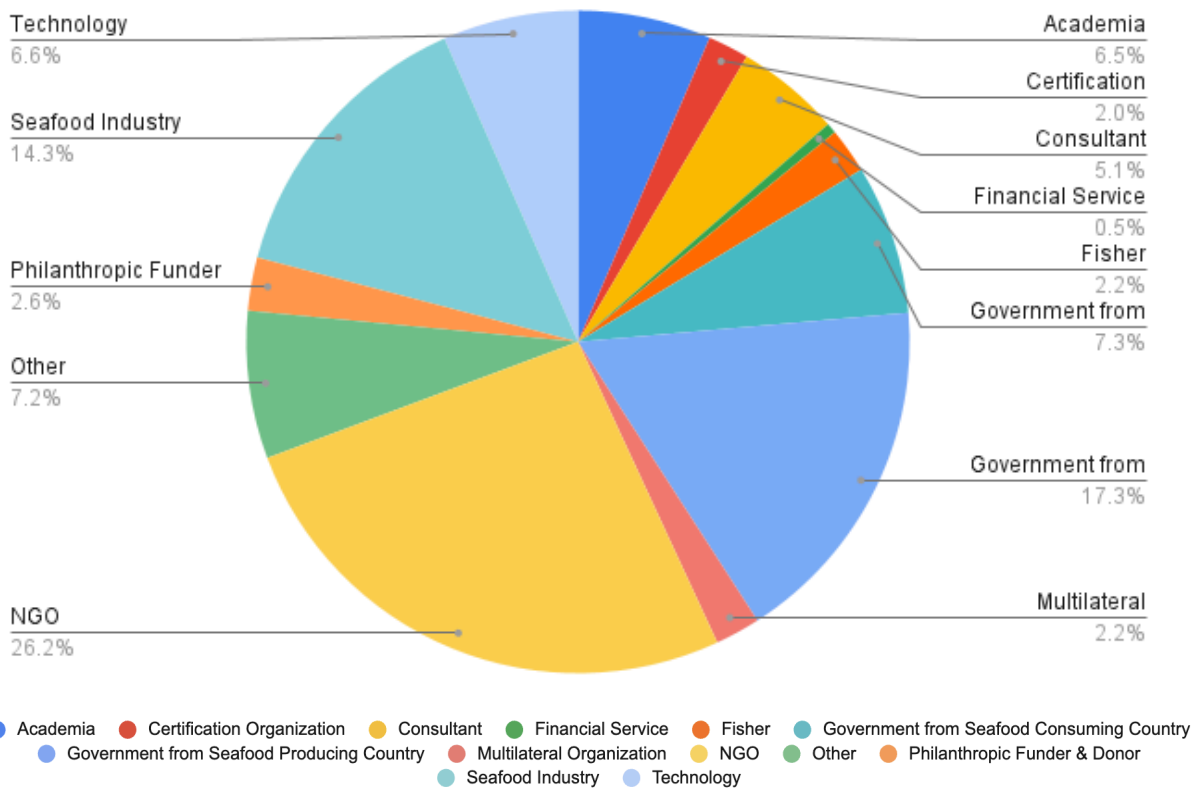


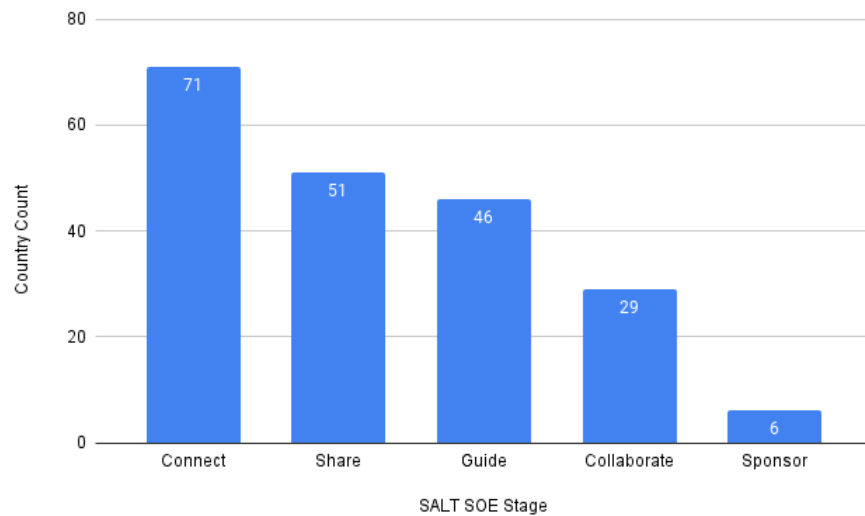
Figure 6. SALT Stakeholder Groups by % (n = 2,205)



Expanding Participation of Seafood Producing Countries

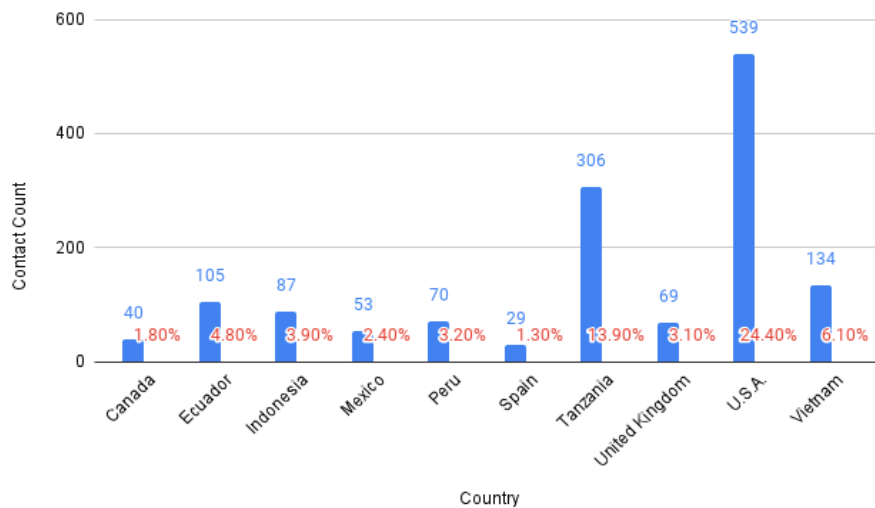
The SALT community is composed of stakeholders from 90 countries across the globe and a variety of countries are represented in the Spectrum of Engagement (Figure 7). The U.S., Tanzania, Vietnam, Ecuador, Indonesia, Peru, the U.K., Mexico, Canada, and Spain are the top 10 countries, representing 65% of the SALT community (Figure 8). SALT saw a significant increase in Year 5 and 6 in representation from Southeast Asia, East Africa, and Latin America and the Caribbean—the regions where SALT worked with its local partners to promote and apply the Comprehensive Traceability Principles.

Figure 7. SALT’s Spectrum of Engagement (SOE) by Country (n = 90)



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

Figure 8. SALT Stakeholders Top 10 Countries (n = 2,205)



Engaging Committees for Key Inputs

SALT leveraged committees to support its work and increase community engagement. This included a CC that guided SALT's work and supported valuable connections, a cross-sector AC to improve long-term project engagement, and the Comprehensive Traceability Principles Consultative Committee that provided expertise for the development of the Principles. Consistent consultation with the committees both ensured SALT's outputs were formed by its own community and brought value back to the participants themselves via meaningful networking exchanges.

Increasing Industry Engagement through Strategic Alliances & Targeted Outreach

Despite the fact that industry was a target audience, in its first years, SALT saw lower industry participation than participation for government stakeholders. To better reach this audience, SALT adapted its outreach in the final project years by creating tailored products, participating in industry-heavy global fora, forming partnerships with industry groups, advising industry groups on their efforts, and providing presentations for industry-hosted webinars and events. These strategies resulted in a 24% increase of industry representation in Year 6.

Increasing Community Engagement through Mentorship

SALT provided mentorship to coalitions such as the World Bank Competition to address overfishing and IUU fishing. The mentor process created a direct avenue for SALT to share its online resources and in-country networks with a number of practitioners advancing electronic traceability solutions.

Providing Small Grants to Accelerate Action

SALT offered small grant awards in Year 3 to expand eCDT learning opportunities in various contexts. SALT's grants facilitated pilot projects and research in Vietnam, Indonesia, and globally applicable work around the return on investment for eCDT. The work completed under the grants led to follow-on eCDT implementation actions, demonstrating the role small grants can play in catalyzing action.

eCDT Pilot Knowledge Capture and Storytelling

SALT identified eCDT programs that have an important story to tell. SALT then elevated the story of disenfranchised or traditionally underrepresented groups through storytelling. SALT shared the story of an artisanal Belize co-op, National Fishers' Co-op, in its first year of implementing a traceability system and pioneering traceability within the country. SALT also highlighted a government-led eCDT program in the Philippines that is working towards gender empowerment and equality through traceability.

General Communications for Community Engagement

SALT's communication efforts entailed social media, newsletters, community collaborations, and multimedia creations. Initially, SALT's communication efforts focused on the promotion of SALT and global traceability efforts to widen its reach. Over time, efforts shifted to creating more targeted content for specific audiences.

Table 5: Social Media Achievements

| | | Y2 | Y3 | Y4 | Y5 | Y6 |
|----------|---|-----|-------|-------|-------|-------|
| Twitter | Total Followers | 330 | 622 | 950 | 1,117 | 1,169 |
| | Total Original Posts | - | 162 | 240 | 140 | 75 |
| | Total Engagement | - | 2,115 | 2,376 | 1,228 | 570 |
| | Average Engagement Rate (engagement/impression) | - | 2% | 1.91% | 3.73% | 4.92% |
| LinkedIn | Total Followers | 90 | 605 | 1,002 | 1,487 | 1,880 |
| | Total Original Posts | - | 216 | 252 | 122 | 82 |
| | Total Engagement | - | 2,196 | 2,916 | 1,452 | 1,581 |
| | Average Engagement Rate (engagement/impression) | - | 8% | 6.84% | 5.45% | 6.64% |

| KR 3: Learning | |
|---|--|
| Embrace “Nothing about us without us.” | By building SALT with the people it was intended to serve instead of for them, SALT was able to achieve greater engagement, and the network grew stronger and faster because relationships were initiated and forged at the beginning of the effort. |
| Having the right backbone organization in place can unlock community engagement. | Initially, SALT expected that the first SOE stage (Connect) would represent the largest share of the community, as it constitutes community members who want to receive information but are not yet ready or able to become more involved. However, both existing and new community members actively engaged with SALT's work, demonstrating that the motivation to engage was present globally and that motivation just needed to be harnessed by a single entity (SALT) to drive coordination and collaboration. As SALT developed more products and started hosting more events (like webinars), more people started to move higher up the SOE. |
| Tailor approaches for each target audience. | Despite the difficulty of engaging its two key stakeholder groups (governments from seafood producing countries and the seafood industry), SALT found success with both audiences by choosing target countries and regions, creating tailored products, liaising individually with interested parties, and hosting virtual events. |
| Leverage key allies. | SALT's extensive NGO community has connected SALT staff to target audiences in new regions; NGO partners can provide more stability in growing relationships with government audiences in particular, as high government turnover can otherwise hinder progress. |

| | |
|---|--|
| Identify and cultivate champions early in the project. | The commitment of SALT stakeholders from the beginning to the end of the project resulted in more robust activities, continued growth of the network, and more successful outcomes. |
| Meet people where they are. | Reaching such a broad range of stakeholders was not easy. The co-design philosophy was to “meet people where they are,” with three DataLabs in the US, EU, and Asia. Tracking engagement to understand the depth of connection with thousands of stakeholders is challenging. While doing a thorough social network analysis was not possible with this project, SALT created an alternative metric through the Spectrum of Engagement. |

Key Result 4: Knowledge for Comprehensive eCDT is Generated, Captured, and Shared

KR 4: Context

As a collaboration and learning project, knowledge generation and capture is a critical part of SALT’s knowledge management cycle. A key component of SALT’s theory of change is that when SALT disseminates and shares tailored knowledge with its community, that knowledge leads to a better understanding of different aspects of the seafood traceability landscape. This knowledge-focused key result and associated indicators encompass a broad swath of SALT’s work, covering everything from hosting and attending events, to the creation of resources to fill the specific needs of the SALT community.

| KR 4: Indicator(s) | Target | Result |
|--|--------|--------|
| 4.1) # of stakeholder-specific cases for traceability developed and shared | 3 | 4 |
| 4.2) # of produced and shared materials linked to human and labor rights for eCDT | 4 | 5 |
| 4.3) # of relevant sessions at global meetings that SALT facilitated or presented at that advance a comprehensive focus on eCDT (disaggregated by ecological, social, and economic sessions) | 35 | 59 |
| 4.4) # of produced and shared knowledge products that support learnings around or action toward comprehensive eCDT (disaggregated by regional or global focus, and product type) | 40 | 91 |

KR 4: Key Activities & Outcomes

Stakeholder-specific Cases for Traceability

Throughout the project, several knowledge needs emerged from SALT stakeholder groups. Year 3's "[Overcoming Barriers](#)" series served industry audiences, providing information on indirect business benefits of eCDT, economic benefits, interoperability, trouble with technology, and the role of human behavior in eCDT implementation. The [Benefits Evaluator for Seafood Traceability](#) (BEST) tool took the benefits theme further, offering a framework to evaluate the ecological, social, and economic benefits of wild capture fisheries eCDT systems. In each case, the SALT community better acquired knowledge when products came from its own articulated needs.

Focusing on Human and Labor Rights in eCDT Solidifies Comprehensive Approach

To bring its comprehensive approach to life, SALT highlighted the role of human and labor rights within comprehensive eCDT in all of its work. Building on early work, including a worker voice workshop, gender-focused blogs, and commissioned research on data for human rights risks, SALT's efforts culminated in an exploration of how data could be used to counter abuses in the industry. Through a [convening](#) of human and labor rights experts, SALT determined that the most important piece of labor-specific data used to assess risk is whether or not workers are represented by an independent trade union or representative worker organization, and whether they have the legally protected right to join such organizations. This work has been incorporated into the framework of the [Seafood Progress](#), a tool developed by a Canadian nonprofit, SeaChoice, to evaluate major companies' sourcing policies and commitments. SALT helped to emphasize the importance of human and labor rights in eCDT programs.







How Traceability and Transparency Promote Equity

As part of SALT's efforts to promote learning on utilizing traceability and transparency to support equity, SALT analyzed how corporate diversity, equity, inclusion, and accessibility (DEIA) policies could be leveraged to address human and labor rights abuses in the seafood supply chain. This work resulted in [a framework](#) for assessing policy efficacy and general industry patterns, as well as guidance to support ongoing foundational conversations with supply chain businesses about DEIA and social responsibility.

Global Meetings as a Platform for Knowledge Sharing

Global meetings and events were a key way to generate and share knowledge with the SALT community. The shift to virtual events due to the COVID-19 pandemic allowed the team to facilitate and present at a more diverse set of conferences and a wider range of events than usual. SALT far exceeded its original target (35 meetings), presenting at 59 events, a testament to the frequency of traceability on the global agenda.

Table 6. Global Event Highlights

| | | |
|--|--|---|
| <p><u>PartnerLab</u></p>  | <p><u>Traps & Triumphs</u></p>  | <p><u>LAC Workshop</u></p>  |
| <p><u>Principles Webinar Series</u></p> <p>#TraceabilityPrinciples</p>  | <p><u>Blue Ports Workshop</u></p>  | <p><u>DC Impact Event</u></p>  |

Proliferation of Knowledge Products to Fill Gaps in the Field

SALT produced 106 original reports, podcasts, videos, and blog posts to fill knowledge gaps, reflecting a high demand from the traceability community. The most-accessed knowledge products were those that were positioned as solutions, guided resources, or those targeted to timely use cases:

Table 7. Most-accessed Knowledge Products

| | Downloads & Views |
|--|-------------------|
| 1. Comprehensive Import Regulation Guide to Major Market States (US, EU, and Japan) | 1,678 |
| 2. Paving over the Global Gender Gap in Fisheries- Dispatch from the Philippines | 743 |
| 3. Unpacking the Blockchain: A Seafood Perspective on Blockchain Technology | 611 |
| 4. Lessons from the Land: Scaling Traceability and Transparency in the Seafood Sector | 469 |
| 5. The Truth About Electronic Traceability: Lessons Learned from Working with the Seafood Industry | 451 |

| KR 4: Learning | |
|---|--|
| Customize knowledge products. | <p>Providing resources in as many formats (e.g., webinars, recordings, written communications) and languages as possible was critical to knowledge uptake, given the international nature of the SALT community.</p> <p>An audience may not resonate with results if they perceive their context differs too greatly from those presented in a case study. By sharing the process of applying the Principles in Tanzania instead of only focusing on the end product, the eCDT strategy allowed different regions to more readily adapt the process in order to address their own needs and priorities.</p> |
| Use traceability to support human and labor rights by driving intervention. | <p>Implementing traceability and collecting data is most useful when it leads to intervention, such as triggering inspections or supporting outreach to fishers, so it is more important to prioritize data collection with implementation over broad data collection with little implementation.</p> |
| Consider how confidentiality barriers may hinder the sharing of lessons. | <p>SALT intended to use aggregated data and lessons from FishWise’s industry partners to create knowledge products. However, challenges with securing permissions because of existing confidentiality agreements required a change in direction. It is difficult to strike a balance between sharing real, tangible, and detailed implementation lessons with the community and also maintaining the confidentiality of sensitive information.</p> |
| Acknowledge the benefits of eCDT, both direct and indirect, even though hard evidence remains limited. | <p>eCDT systems generate two kinds of benefits. Direct benefits include improved data quality, data access, and timeliness. Indirect benefits can be realized through increased data analysis and reporting, which lead to improved strategic decision-making, management, and business performance. Long-term outcomes like increased biomass, reduced IUU fishing, reduced operational costs, and increased market access are also possible indirect benefits.</p> <p>Indirect benefits depend upon strong data governance—processes that establish who has access to what data, for which purposes, and how to apply that data to decision-making within governments and businesses.</p> <p>SALT observed that eCDT pilots have not yet provided substantial evidence of their projected ecological, social, and economic benefits. This lack of evidence may stem from the studies' infancy, the lack of governance structures for eCDT data, and the absence of thorough monitoring and evaluation in their design. There is an opportunity for a long-term monitoring and evaluation study to address this critical gap. Ideally, the private and public sector partner to fund this important work.</p> |

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

KR 5: Context

During SALT’s co-design, one of the most significant needs identified was for guidance that outlined the minimum level of best practice for the design and implementation of seafood traceability programs within seafood producing regions. Guidance was needed for seafood producing country governments to create eCDT programs that could leverage potential

ecological, social, and economic benefits. SALT co-created the Comprehensive eCDT Principles and Pathway to meet this need.

| KR 5: Indicator(s) | Target | Result |
|---|---------------------------|---------------------------|
| 5) Principles on comprehensive eCDT developed | Version 1 Completed Yr. 3 | Version 2 Completed Yr. 6 |

KR 5: Key Activities & Outcomes

Developing the Comprehensive Traceability Principles and Pathway to the Principles

SALT created the Comprehensive Traceability Principles Consultative Committee to co-design the needed guidance. The Committee, composed of 35 expert stakeholders from 18 countries, provided expertise on the content and structure of the guidance to ensure its utility. The resulting [Comprehensive Traceability Principles](#), available in six languages (English, Spanish, Vietnamese, Swahili, French, and Bahasa Indonesia) and accompanying [Pathway to the Principles](#) represent the best practices that governments in seafood producing countries should consider when embarking on designing, implementing, or improving their comprehensive electronic traceability programs.

Seafood producing country governments are the primary target for the Principles, given their authority and responsibility to reduce risks to workers and to manage their fisheries. But, other stakeholders, such as fishers or the seafood industry, also have a role to play in applying the Principles.

Refining the Principles

The Principles and Pathway were formed under principles of human-centered design, which means returning after project completion to evaluate how well it met user needs and identify needed updates. SALT refined and expanded the Principles by continuously documenting stakeholder feedback, using Google Analytics to identify popular and unpopular pages, analyzing resource downloads, and conducting a targeted survey for stakeholders applying the Principles.

SALT undertook a formal revision of the Principles in Year 6 to produce version 2.0. The primary changes to the Principles in this revised version fell under three themes:

- Strengthened social responsibility and human and labor rights guidance
- Guidance for traceability data verification and transparent operations
- Applicability to industry, NGOs, and other traceability practitioners

Filling the Knowledge Gaps

As the Principles and Pathway were developed, certain knowledge gaps were identified based on conversations with the SALT community and lack of available resources. To encourage uptake and utility of the Principles, SALT created additional information based on the need for more information in the following areas:

- **Verification:** The seafood community can often conflate traceability and [verification](#); SALT helped to clarify how traceability and verification are two distinct yet interconnected concepts within the context of seafood supply chain management.
- **Building a lasting and scalable program:** SALT worked with the Institute of Food Technologists Global Food Traceability Center to create a novel resource for governments to work towards effective, [scalable](#) solutions.
- **Integrating social responsibility:** Though there are comprehensive benefits possible from eCDT systems, guidance on using eCDT for social responsibility was limited or scattered. SALT added 59 initiatives related to social responsibility underway in seafood to the Seascope Map and 147 resources related to gender and human and labor rights to the Dive Deeper resource library.
- **Considering governmental digitization:** Governments often face barriers when designing and implementing a digital seafood traceability program. SALT and Virgil Group produced information on [the most common types of barriers](#)—Legal, Behavioral, Budgetary, and Procedural—and recommendations to overcome them.
- **Evaluating benefits of comprehensive eCDT:** SALT developed the [BEST](#) tool to help the seafood industry, NGOs, and traceability technology sectors better understand comprehensive traceability return on investment. [FishWise demonstrated](#) that the BEST tool empowers companies to map out the monetary and non-monetary benefits they want to achieve through their traceability system and then measure how well they are actually realizing those benefits.

| KR 5: Learning | |
|--|---|
| Build buy-in from the beginning. | The development of the Principles was a primary example of a knowledge product fully born from a community's articulated needs. SALT facilitated the creation of novel guidance that met the needs of a global community while also making the community a part of the process. Bringing stakeholders together from the onset of the project led to buy-in from the SALT community. |
| Adapt to the needs of the users. | The Principles Consultative Committee decided that the resource would be high-level and outline the minimum number of best practices needed to employ a comprehensive eCDT system, in order to refrain from presenting a one-size-fits-all model. Some on the Committee flagged the need for more prescriptive detail; others argued that guidance was in abundant existence but was not used and that the Principles should remain high-level and flexible. Based on this feedback and other input from webinars, written responses, and supplementary conversations, SALT determined that two products—not just one—were needed to address the community's needs. The Comprehensive Principles would be high-level and flexible, and the Pathway to the Principles would provide more prescription and detail on how to put those Principles into practice. |
| Offer discrete products to solidify the value proposition. | After the Principles were complete, SALT noticed that having a clear product and associated materials made communicating about SALT and its value proposition easier. Through the exercise of refining the Principles and Pathway, SALT also learned how to communicate about comprehensive eCDT more effectively. |
| Build alignment to create stronger outcomes, even if it requires high effort. | Gaining alignment on priorities given different perspectives made the Principles stronger but more challenging to create. Co-design resulted in development of an additional product, the Pathway, which was essential but required more time and effort. |
| Acknowledge where there may be imbalances in available guidance. | While there are abundant resources for some parts of the Pathway, example guidance is sparse in other areas. For areas with overabundant resources, SALT had to choose which resources to feature; for other Pathway areas, there was no guidance to feature either because the activity wasn't previously thought to be linked to eCDT adoption, or the activity has not yet yielded guidance. |

Key Result 6: Principles Incorporated into eCDT and/or Traceability Systems Including Human and Labor Rights for All Seafood Workers, Food Security, Livelihoods, and Well-being

KR 6: Context

Following the completion of the Comprehensive Traceability Principles, SALT focused on facilitating stakeholder acquisition and application of the Principles by holding informational meetings, making connections with interested parties, and serving as advisor for strategy development and technical assistance with implementing partners. The knowledge management cycle that guides SALT's strategy spans from knowledge creation to knowledge application. This key result completes the knowledge cycle by measuring whether knowledge created (i.e., the Principles and Pathway) was applied.

| KR 6: Indicator(s) | Target | Result |
|---|--------|--------|
| 6.1) # of stakeholders who express interest in applying the Principles (disaggregated by gender, stakeholder group, and region) | 10 | 18 |
| 6.2) # of new or existing eCDT systems that incorporate the Principles during the duration of SALT (disaggregated by region) | 3 | 5 |

KR 6: Key Activities & Outcomes

Growing the Swell of Stakeholders Interested in Applying the Principles

As SALT expanded its outreach, the number of government-linked stakeholders expressing interest in applying the Principles also expanded, especially in the LAC region. “Interest” was defined as requests for SALT technical input, a walk-through of the product, resource suggestions, or connections with other organizations to help with any of the steps outlined in the Pathway.

Based on opportunities for engagement and impact in LAC, SALT was extended for a sixth year. SALT created a work plan with a focus on Latin American countries, especially Peru, Mexico, and Ecuador. Two pivotal SALT engagements, the [LAC virtual learning events](#) and the FAO-SALT Blue Ports Workshop (see SALT Success Spotlight box below), built capacity around the Principles, connected key stakeholders, and revealed challenges and opportunities for traceability in the region.

SALT SUCCESS SPOTLIGHT: [FAO-SALT Blue Ports Collaboration](#)

[The Blue Ports Initiative \(BPI\)](#) was established by FAO in recognition of the importance of sustainable and inclusive marine economies. The BPI positions fishing ports as hubs for regional, national, and local sustainable development and value creation within ecological, social, and economic contexts. Ports play a critical role in monitoring seafood imports and exports, data transfers, and even the flow of workers to ensure safe, ethical, and legal harvest and transfer of seafood.

SALT partnered with the BPI to leverage the Comprehensive Traceability Principles in providing capacity-building for seafood value chain traceability in supporting the Blue Transformation of fishing ports. In addition to several online capacity-building events, SALT, FAO, and the Ecuadorian Chamber of Industrialists and Tuna Processors organized a multi-stakeholder regional workshop in Ecuador in June 2023. The training brought together 80+ participants (representing fishing port authorities, seafood industry representatives, government officials, and NGOs) from eight Latin American countries to share seafood traceability practices while learning from peer nations.

Participants responded enthusiastically to the workshop and requested continued work with SALT and the BPI to host additional exchange events to deepen their ability to develop implementation-ready regional and local solutions in Latin America, especially Mexico, Peru, Argentina, Colombia, and other regions globally. As well as support stakeholders in enacting the solutions they co-developed to enhance the seafood value chain based on port management and traceability innovations (e.g., via technical working groups). SALT will continue discussions with the BPI to further capacity-building and implementation.



FAO-SALT Blue Ports Workshop, Manta, Ecuador, June 2023 (Photo Credit: CEIPA)

Putting the Principles into Practice

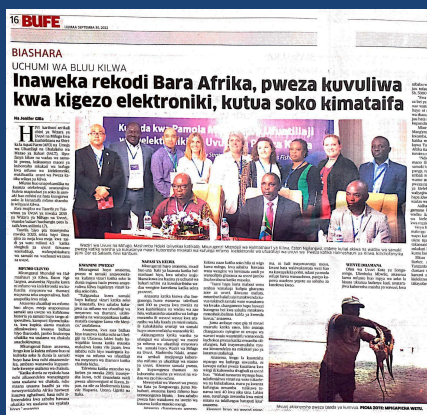
SALT originally proposed two applications of the Principles, but with a sixth year added to the project, the team identified three application opportunities. Over the life of the project, SALT has engaged five efforts that have incorporated the Comprehensive Traceability Principles into new or existing eCDT programs. This includes efforts in Tanzania (see SALT Success Spotlight below), Vietnam (see SALT Success Spotlight, next page), Peru, and two in Mexico that took different approaches. These applications were driven by various entities—government representatives, NGOs, consultants—demonstrating that any type of stakeholder can lead the charge on strengthening an eCDT program.

SALT SUCCESS SPOTLIGHT: United Republic of Tanzania

The United Republic of Tanzania’s Fisheries Department at the Ministry of Livestock and Fisheries (MLF) participated in the SALT Consultative Committee to develop the [Comprehensive Traceability Principles](#). Based on the government’s involvement in the Principles development and its interest in applying them, Tanzania was selected for Principles application, at Kilwa District’s octopus fishery. MLF, USAID, and SALT all agreed it would be a pilot area to support broad conservation and livelihood goals, including empowerment of underrepresented groups, such as youth (35 years of age and younger) and women. [Aqua-Farms Organization](#) (AFO), a Tanzanian NGO, was hired by SALT to implement the project in coordination with senior technical advisor Yahya Mgawe.

An introductory [webinar](#), stakeholder mapping, and gap analysis were conducted to inform a major co-design event. The [stakeholder mapping](#) included those involved in the octopus supply chain: national and regional governing bodies, local NGOs, fishers (men and women), skippers, boat owners, agents (independent and from companies), transporters, processors, and exporting companies. A [gap analysis](#) documented the current traceability system in Tanzania and produced recommendations for the future comprehensive electronic traceability system.

The “Co-creating an Electronic Traceability Strategy for the Kilwa Octopus Fishery” event was held in Dar es Salaam from September 19–21, 2022. Participatory sessions were created to achieve the event’s goal: the co-design of a comprehensive eCDT strategy for the octopus fishery in Kilwa District grounded in the eCDT Principles and Pathway. A total of 103 participants attended, including fishers; beach management unit representatives; national, regional, and local government; academia; industry; funders; and NGOs. The event was widely publicized via television, print, and online media in Tanzania.



Newspaper Coverage of Event; Workshop Participants Providing Input on the Traceability Program; Women Octopus Fishers in Kilwa (Photo Credit: AFO)

In Year 6, AFO and SALT used key findings from the event to inform the final “[Kilwa District Octopus Fishery Comprehensive eCDT Strategy](#).” Partners are now seeking support outside of SALT to pilot the comprehensive eCDT implementation strategy in the octopus fishery to maximize its ecological, social, and economic benefits. The process of applying the Comprehensive Traceability Principles and Pathway in this project was shared in an [interactive pdf](#) to highlight transferable lessons. The purpose of this document is to help guide others who are interested in applying the Principles in their own context, but may be unsure of how to put the guidance into action.

SALT SUCCESS SPOTLIGHT: Vietnam

SALT partnered with the Centre for Marinelife Conservation and Community Development (MCD) in 2020 to conduct learning events and knowledge capture in order to inform [Vietnam's National eCDT Guidelines and Roadmap](#). In 2023, SALT worked with MCD and the Vietnam Tuna Association (VinaTuna), to conduct a gap analysis to compare [the current national eCDT guidelines](#) to SALT's Comprehensive Traceability Principles. The team shared the key findings at the Multi-Stakeholder Dialogue on Comprehensive eCDT Principles in Binh Dinh, with support from the Department of Fisheries, to discuss how the comprehensive approach—addressing ecological, social, and economic benefits through traceability—can be adapted to Vietnam's traceability initiatives.

The final recommendations from this convening were for the Department of Fisheries to:

- Complete the national implementation guideline documents.
- Review the software and data management system to allow for integration.
- Build a task force to strengthen the coordination and collaboration of public and private sectors.

The meeting ended with the government showing interest in forming a task force, inviting non-state actors such as MCD, VinaTuna, and the fisheries union, representing a great opportunity to incorporate the comprehensive approach that SALT has been advocating. On August 15, 2023, the Department of Fisheries announced the establishment of a Technical Working Group to deploy the eCDT system, formalizing the group so it can continue advising on the country's traceability initiative. MCD, VinaTuna, and the fisheries union have been invited, as well as central and local governments and technology providers. SALT and FishWise will continue seeking funding opportunities to support this momentum in advancing Vietnam's electronic traceability initiative.



Multi-Stakeholder Dialogue on Comprehensive eCDT Principles in Binh Dinh, Vietnam (Photo Credit: MCD)

| KR 6: Learning | |
|---|---|
| Avoid focusing on technology first. | When initiating a traceability initiative, it is easy to jump on the technology side of the conversation, because it gives structure. However, it is equally important to address the programmatic side of traceability—who should be involved, the common goals, data-sharing privacy issues, return on investment, and so forth. SALT's Comprehensive Traceability Principles can help address this side of the goal. |
| Build buy-in over time through consistent dialogue. | When introducing the Comprehensive Traceability Principles to existing traceability initiatives, it takes multiple formal and informal dialogues to create buy-in and explain that this is not a step back. Government needs to understand that the global traceability landscape is changing fast, and programs need to be flexible to adapt to changes, like incorporating social aspects into traceability. |
| Let local knowledge and experience lead. | A comprehensive understanding of a fishery is important to unearth local dynamics and processes and identify champions early in the process. Practitioners need to include local experiences via frequent conversations and/or site visits to build rapport and trust in the process. Frequent consultation allows for information assessment and validation before design and implementation are finalized. |
| Build for the real world. | Characterizing a supply chain and validating it with stakeholders ensures accuracy and includes product routes that may be less common. Include a traceability expert in these conversations to make sure information is interpreted correctly. Supply chains are complicated, so practitioners should not assume to know a product's journey. Ask different supply chain actors what happens to the product in their case and build for reality. A traceability system should track a product, whether for local or international markets. |
| Recognize the importance of design. | SALT used a participatory approach to co-design the Tanzania program. Important to the success of this event was the multi-stakeholder representation at the first program design event. |
| Identify a champion and choose partners well. | Identifying local partners that have established rapport with government agencies will benefit the longevity of any traceability program. Partnering with someone that has experience with management and understands local context and customs helps to ensure the right government representatives and agencies are involved. Partners should be respected and trusted by the community. Governmental positions can change frequently and without warning; having a champion to advise through change provides continuity. |
| Use design and language fit for purpose. | A human-centered design approach ensures that the traceability system is accessible to users and meets their needs. SALT learned that some key concepts for an eCDT program are not easily translated to other languages, such as “interoperable.” Pay special attention to literacy barriers in the design of the technology. Data collection interfaces may need to use graphics and other innovations to collect certain types of numerical data (e.g., price). |
| Use transparency for verification. | Stakeholders expect data transparency within an eCDT program. Data can be made available, or transparent, between supply chain partners as well as with traceability or governmental platforms. When designing a traceability program and determining what information is collected and shared, consider the need to cross-check data within the supply chain. Verification often benefits from transparent data sources (e.g., vessel registries). Identifying what information needs to be transparent and to whom is critical for addressing verification needs. |
| Acknowledge the power of political will. | The request to use the eCDT Principles and the Pathway originated from Tanzania's MLF. Its commitment and involvement throughout the process was important for the continuation of the project, as MLF is responsible for adopting comprehensive eCDT into policy. |
| Recognize that full implementation takes time and is yet to be tested. | Through the multiple applications throughout the life of SALT, it is clear that the Principles are a valuable product. However, the timeframe of the project was not long enough to realize a full cycle of application, given the amount of time needed to go through all three phases (Initiate, Design, and Implement), which is a potential missed opportunity for learning. The community still needs capacity building to support a full application. |

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

KR 7: Context

Key Result 7, with Key Result 6, represents the final stages of the knowledge management cycle: measuring whether the knowledge that was shared is subsequently applied. This Key Result captured whether SALT’s knowledge products, beyond the Principles, were applied to the community’s traceability work by counting the times stakeholders independently praised, shared, or used SALT products (indicator 7.3). To more formally understand how SALT and its products raised awareness and informed decision-making around electronic traceability, SALT conducted a community survey in Year 6 (indicators 7.1-7.2).

| KR 7: Indicator(s) | Target | Result |
|---|--------|--------|
| 7.1) % of survey respondents state they have gained a greater understanding of traceability and eCDT through SALT products, tools, or the community | 60% | 75.86% |
| 7.2) % of survey respondents state they have incorporated learnings from SALT into their work or decision-making | 30% | 59.26% |
| 7.3) # of recorded instances when SALT community members share, apply, or use SALT knowledge products and tools to inform their traceability work | 40 | 72 |

KR 7: Key Activities & Outcomes

Defining “Share, Use, and Apply”

Measuring the final stage of the knowledge management cycle can be imprecise—how can one be confident of the direct connection between where knowledge was acquired and then applied? To help answer this question, the SALT team developed an internal system to track three categories of “use cases”:

- **Appreciating SALT knowledge products:** Anecdotal instances of when SALT community members have expressed gratitude for SALT products.
- **Sharing of SALT knowledge products:** When SALT community members share SALT products.
- **Applying or incorporating SALT knowledge products:** When users have applied a SALT knowledge product.

Tracking Use Cases

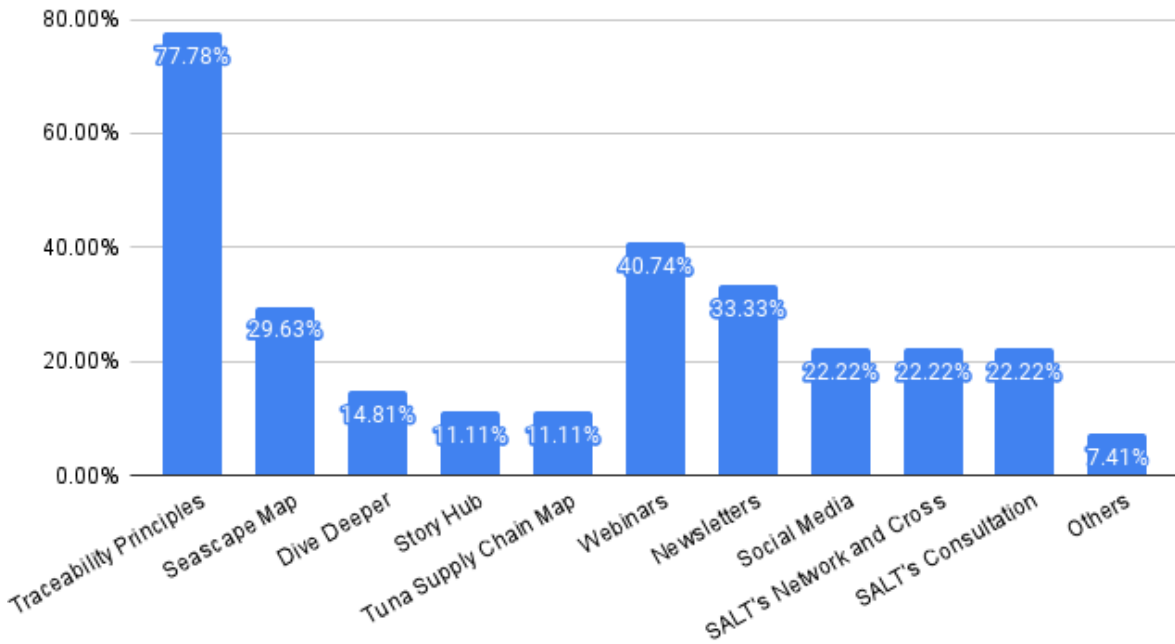
FishWise staff, SALT's AC/CC committees, and core SALT community members were asked to report use cases following the above guidance whenever possible. Highlights of these use cases included:

- SALT's webinars are shared with and watched by producer country government ministries.
- SALT's Seafood Import Regulation Guide used by community members to understand current import controls and inform their traceability advice to government officials.
- SALT and its resources mentioned in formal FAO documents.
- SALT's guidance is incorporated into traceability toolkits for industry.
- The Comprehensive Traceability Principles used to define traceability in community member reports.
- Multilingual versions of the Principles praised by government representatives.

Surveying the Community about the Impact of SALT

An end of project survey was sent to the SALT community in the final year to gather feedback on the project's outcomes and outputs. Securing the participation of government stakeholders proved to be challenging, so survey results are skewed to the opinions of 29 respondents (1.3% of the SALT community) representing: NGOs (38%), industry members (15%), and technology providers (9%). Still, the majority of respondents noted that SALT's original content helped them better understand traceability. The Principles were, predictably, the product most cited as having been helpful to the community, followed by webinars and recordings, and newsletters (Figure 9). Gaining professional knowledge and supporting new or existing traceability work were the primary ways in which the SALT community and resources helped traceability practitioners. The survey suggests that SALT's tools and resources were well received and provided long-lasting capacity-building resources for traceability practitioners.

Figure 9: “Which SALT's original content did you find useful (select all that apply)?” (n = 29)



| KR 7: Learning | |
|---|---|
| Know that input may not always fully represent stakeholders. | To measure some of its indicators, SALT deployed surveys to its community. However, surveys often present challenges in terms of fully capturing the scope of an intended audience. Sending 1:1 requests for input can help with increasing representation. |
| Strike balance between global guidance and local action. | SALT and its products were appreciated, shared, and applied at both global and local levels. This suggests that SALT's original products reflect global best practices and also are actionable and scalable. |

5. Gender and Social Inclusion in SALT

Gender and Social Inclusion

Context

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

Gender and Social Inclusion: Activities & Outcomes

Collecting Data

SALT collected optional gender information from the SALT community in surveys and event registrations. Nearly half of the SALT community members reported their gender. SALT's ongoing efforts to support the inclusion of all genders is seen in the relatively even representation and inclusion of other gender identities (i.e., transgender, nonbinary, and other). Encouragingly, the gender balance stayed relatively even throughout most of the Spectrum of Engagement stages (Figure 10 and 11). Roughly 40% of the SALT community members identified as women. The greatest number of women (n = 182) were at the guiding stage of engagement, followed by sharing (n = 120). They were present in the governments of seafood producing countries (33.5%, n = 72), followed by NGOs (28%, n = 60), and academia (10.2%, n = 22).

Figure 10. SALT Gender Data (n= 943)

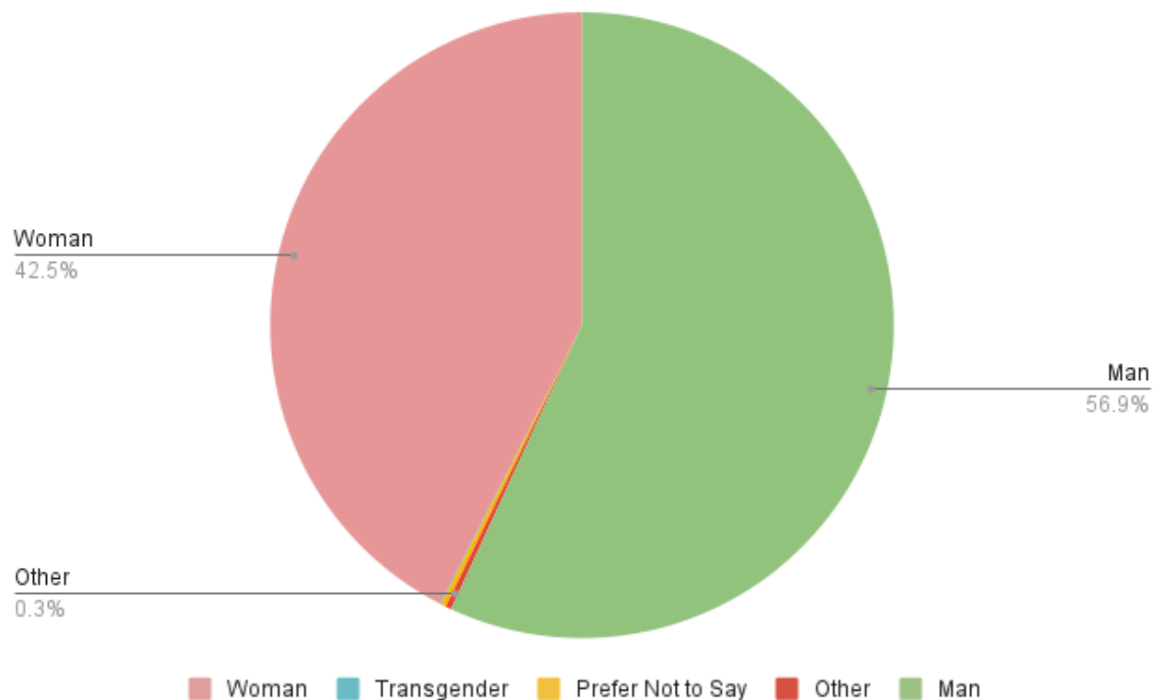
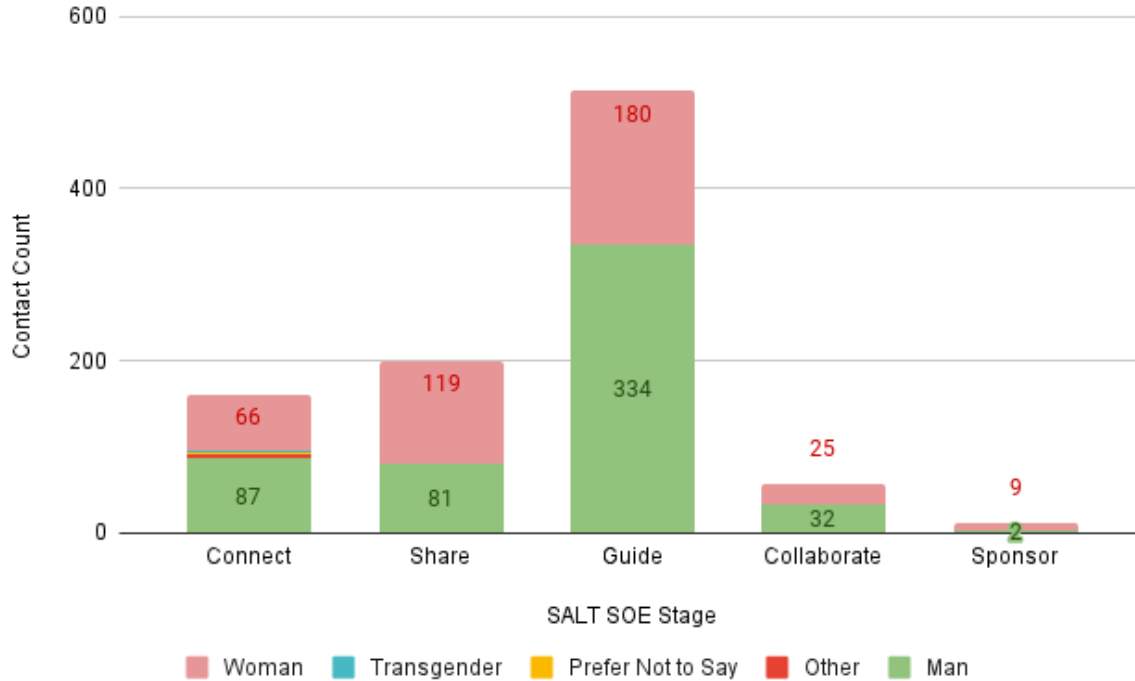


Figure 11. SALT Stakeholders by Gender (n= 943)



Raising Awareness

SALT focused on raising awareness about gender and social inclusion in eCDT via its online activities. For example, SALT’s online traceability resource repository features a “gender” category, which includes resources and stories about the relationship between gender and traceability in seafood. At the end of Year 6, SALT’s online traceability resource repository Dive Deeper, featured [36 resources](#) and/or stories about the relationship between gender and traceability in seafood. SALT’s Story Hub also featured women in seafood. “[Paving Over the Global Gender Gap in Fisheries—Dispatch from the Philippines](#)” was one of the most read articles, with 743 views.

SALT integrated gender considerations into its application of the Principles and Pathway with producer country governments. For example, SALT selected the Kilwa octopus fishery for application in Tanzania in part due to women’s role in that fishery, and SALT advised the Ecuador-based organization Instituto Nazca de Investigación Marina on the importance of addressing gender in fisheries and its impacts on disenfranchised groups when designing a traceability program.

SALT took gender balance into account when forming committees, such as AC/CC committees, Principles committees, and co-design committees in order to elevate women’s voices.

Gender and Social Inclusion: Learning

| | |
|---|--|
| Foster gender awareness by empowering women. | One key point reiterated during a SALT site visit to the Philippines was that it is not enough to merely count the number of women participating in program activities; to truly integrate gender, one has to empower women to participate in the conversations. |
| Address barriers to gender inequities. | Women comprise more than 50% of the seafood workforce, but their value and contribution to the seafood sector is often unseen. Barriers to gender equality include lack of recognition, restrictive gender norms, and lack of gender-disaggregated data. Though eCDT programs can help address these barriers, continuous dialogues are required to raise awareness. |

6. Project Management

Management of staff and resources is an important part of implementing a USAID cooperative agreement. Operational compliance and staff management were a priority with a remote workforce. The SALT team was able to build a productive remote working system to maintain continuity since staff members work from cities throughout the U.S.

SALT was forced to adapt to the global COVID-19 pandemic for most of its learning project, including a pivot to all-virtual work from 2020 until 2022, when in-person events began again. SALT was fortunate to have an adaptive workforce, supportive leadership and funders, and the tools to respond with high-impact policies. That support allowed SALT to maintain its workload and support the SALT community while being continuously adaptive and creative to the new remote work environment. Challenges included delays in field work. Due to a COVID-19 lockdown in Vietnam in 2021, a no-cost extension was granted to SALT's grantee MCD and final deliverables were delayed to Year 5. In Indonesia a planned workshop changed location from Jakarta to Bogor to accommodate outdoor access and fresh air from guest rooms and the workshop meeting space. Additionally, fewer guests were invited to the workshop than originally planned to meet the local limit on the number of people who may gather. The shift to virtual events as a result of the global COVID-19 pandemic allowed the team to facilitate and present at a more diverse set of conferences and a wider range of events. Despite the challenges of using an all-virtual mode for a significant portion of the project, SALT learned to function effectively in this new environment and was able to complete its work and contribute to global learning on eCDT programs.

Foundation Leveraged Funds

SALT's foundation partners brought in four times the GDA's overall 1:1 private sector leverage requirement over the life of the project with \$22,291,231 in leveraged funds. Leverage for SALT was defined as the dollar amount of foundation programming impacted rather than dollars of foundation funding contributed. Of note is the continued growth in leverage commitments from each GDA partner from Year 3 to 5, in which the leverage produced under SALT doubled year-on-year. The Walton Family Foundation made a 1:1 leverage commitment, which it nearly tripled, reaching \$14,746,431 in leveraged funds by the end of the project. See Annex 4: SALT Leverage Report for more details.

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. FishWise received \$42,000 in cost-share from the Walton Family Foundation, Masyarakat dan Perikanan Indonesia, and MCD over the life of the project.

7. Looking Ahead

Transitioning SALT to FishWise

The SALT team aimed to make sure that its tools, products, and networks would have strong potential for use in the future. SALT was charged with developing a sustainability and transition plan to set up for the long-term benefits of the program.

SALT worked on more than half of the collaborative actions identified in the PartnerLab at the beginning of the project, producing a plethora of resources, guidance, and events. SALT consulted its AC and CC Committees to identify the most important elements and entities of SALT to carry forward into the future. There was positive feedback on the tools, as well as strong interest in maintaining the network of individuals working on implementing traceability. Exploratory conversations were held from Year 5 to early Year 6 with interested organizations and foundation partners, though no formalized commitments about the transfer of specific products and services were made. However, the [Seafood and Fisheries Emerging Technologies](#) expressed interest in transferring the Seascope Map to its website, integrating it with its Tech Provider Directory. FishWise will continue exploring with the stakeholders highest on the SALT SOE how various aspects of SALT could be transferred to their ownership.

Given the momentum of the Principles and to ensure the work is carried forward, FishWise is integrating SALT work into its organizational strategy. FishWise staff will continue designing traceability strategies and supporting governments, businesses, and NGOs around the world using the Comprehensive Traceability Principles. FishWise is actively seeking partnership and funding opportunities to help maintain the momentum generated by SALT, especially with respect to opportunities for continued implementation work in Latin America, East Africa, and Southeast Asia.

There is much work still to be done on the connections between labor and traceability. FishWise will continue to explore how to strengthen the intersection of human rights and traceability through integration of SALT with FishWise's Roadmap for Improving Seafood Ethics (RISE). To help further this integration, SALT focused a majority of its final [Impact Event](#) (closeout) on the intersection of traceability, IUU fishing, and human and labor rights.

Maintaining the SALT Community

As the community was surveyed about the end of the project and what it would like to see next, stakeholders communicated uncertainty about where they would go for traceability knowledge and support after the conclusion of the project. Given the value of SALT as a convening body and as a way to exchange information, FishWise will continue to host quarterly convenings for networking and knowledge exchange for at least for the 2024 fiscal year. FishWise will retain the SALT branding for these meetings. SALT's newsletter and social media were transitioned to the FishWise accounts.

The resources produced and compiled for SALT were transferred to FishWise, and the team working on merging the websites launched the new website in September 2023. All SALT products are available at <https://fishwise.org/salt/>. The [Testimonials page](#) highlights SALT's journey and achievements, and the Comprehensive Traceability Principles 2.0 are on the merged website. To help future practitioners access SALT's top knowledge products, SALT produced an [explainer](#) that directs readers to its most used resources. Resources will also be archived on the [USAID BiodiversityLinks website](#).

The Future of Traceability

The traceability of seafood supply chains continues to play a critical role in addressing IUU fishing and in understanding and mapping environmental and human rights risks across the industry. SALT has played a central role in this effort by advancing the adoption of programs to support legal and sustainable fisheries.

The world faces complex, systemic challenges regarding oceans and seafood, and these are challenges that cannot be overcome in isolation. SALT's collaborative approach unified expertise, resources, and ideas from diverse stakeholders. Across the project, the SALT community witnessed governments, industry, NGOs, and communities joining forces, transcending geographical and cultural boundaries to pursue sustainable, traceable, and ethical seafood supply chains.

Traceability and transparency will continue to play a critical role in addressing comprehensive challenges across ecological, social, and economic dimensions. For the social dimension, the seafood industry has faced longstanding challenges related to labor rights and working conditions. Critically, the future of traceability must encompass the well-being of the communities that rely on the seas for their sustenance and livelihoods. By accurately tracking and verifying seafood data through a comprehensive eCDT program, from catch to consumption, the seafood community can hold actors accountable, reduce the risk of IUU fishing and human and labor rights abuses, and contribute to the safeguarding of marine ecosystems.

With so much promise for the benefits of this work, SALT invites all members of the SALT community to continue the journey to a more sustainable and responsible seafood industry.

[Link to Annexes](#)

Annex 1: SALT Results Chain

Annex 2: Indicators Assessed Against Annual Targets

Annex 3: List of the SALT Network by Organization (2017 - 2024)

Annex 4: SALT GDA Leverage Report

Annex 5: Links to Previous Annual Reports

[Annual Report Year 1](#)

[Annual Report Year 2](#)

[Annual Report Year 3](#)

[Annual Report Year 4](#)

[Annual Report Year 5](#)