SEAFOOD ALLIANCE FOR LEGALITY AND TRACEABILITY (SALT)

September 29, 2017 to September 28, 2023

YEAR 4 ANNUAL REPORT

Re-submission Date:	January 12, 2022
Cooperative Agreement #:	AID-OAA-A-17-00020
Activity Start Date and End Date:	September 29, 2017 to September 28, 2023
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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-17-00020.

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1. Year 4 Executive Summary

1.1. Summary

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

By the end of Year 4, the SALT community had grown to approximately 1,400 participants, a 30% increase from last year, including experts from 86 countries and nearly 700 organizations. SALT's community includes 31% non-governmental organizations (NGOs), 14% seafood industry—suppliers, processors, etc.—with 7% from seafood producing country governments.

SALT's key achievement of Year 4 was the launch of the Comprehensive Traceability Principles and associated Pathway for seafood producing developing country governments. Eleven global presentations announced the Principles, including the Seafood and Fisheries Emerging Technology (SAFET) and The Economists' World Oceans Summit, which led to more than 1,800 visits to the main Principles page. The Principles and Pathway were translated into four languages and viewed 611 times online with the document downloaded 237 times—making it the most downloaded product on the site. Two key engagements with the government of Peru and Tanzania were started in Year 4 out of eight government-linked stakeholders expressing interest in applying the Principles.

SALT's online platform has had nearly 15,000 unique visitors from 153 countries since the website's launch, with more than 1,000 resources downloaded this year. SALT developed 14 knowledge products to support learning for comprehensive eCDT and added 112 resources to its library. SALT newsletters are well received by the community, with nearly 1,000 recipients from 63 countries, in addition to 950 followers on Twitter and 1,002 on LinkedIn.

While implementing through COVID-19 this year, SALT maintained partnerships with local organizations and maintained a solid online presence to support program implementation. SALT's small grants resulted in a review of current traceability pilots in Vietnam and a training session building on lessons learned to inform Vietnam's National eCDT Guidelines and Roadmap, as well as co-design and work planning workshops with Indonesia's Ministry of Marine Affairs and Fisheries on emerging traceability eCDT technology for fishery supply chains and the development of an evaluation framework for the benefits of eCDT systems.

1.2. Key Accomplishments

Building on the efforts of the previous three years, Year 4 was SALT's most impactful year to date. Highlighted successes include:

- *Launch of Principles and Pathway with notable interest and praise*
- *Expanded country-based and regional engagement, including work by local partners*
- *Development of 14 original knowledge products and tools to fill knowledge gaps*
- *Hosting and presenting at 12 Events*
- *Year 6 extension with an additional one million in funding*

Table 1: Year 4 Achievements

Fiscal Year 2021 New SALT Products
Global Principles: Comprehensive eCDT Principles
Evaluation Framework: Tracking & Evaluating the Benefits of eCDT Systems
Story Map: Philippines eCDT system
Blog: Traceability Across Sector & Commodities: Lessons Learned
Blog: Unpacking the Blockchain
Blog: Electronic Traceability: Lessons from Industry
Field Report: Tracking COVID-19 Implications for Traceability
Resource Guide: Compare EU/US/Japan Regulation & Policy
Review Article: U.S. Retail Traceability Trends
Blogs: Tracking eCDT Efforts in the Philippines
Podcast: Dash of SALT

Infographic: Tuna Supply Chain Infographic
Fiscal Year 2021 New SALT Services
Seafood producing country consultation for Principles and Pathway including knowledge products, expert connections, coordination with NGOs, etc. includes: • Canada • Indonesia • Latin American and Caribbean (LAC) Region • Mexico • Peru • Sweden • Tanzania • Vietnam
Country-based Grants to Support eCDT - Vietnam & Indonesia
Learning Events • Comprehensive Principles Launch • LAC Event in Spanish • SAFET Traceability Traps & Triumphs • MDPI Co-design of Traceability Technology

Complete
In Progress - On Target
In Progress - Some Delays
On Hold/Cancelled

Based on SALT's updated MEL plan for Years 4-5, participation in the SALT community is now tracked when 1) someone engages with SALT or its community (e.g., signs up for the newsletter, 2) reaches out to SALT for specific traceability guidance or connections), 3) or when someone expresses interest in or applies one of SALT's products to their work (e.g., attending a SALT webinar on a product, asking SALT for technical input or resource suggestions based on a specific product). In Year 4, SALT expanded its community by more than 30%, totaling 1,398 stakeholders from nearly 90 countries across the globe.

1.3. Lessons Learned

SALT had notable successes in Year 4. Its global reputation, network, and products were all significantly strengthened; however, there have still been multiple opportunities to learn and

adapt throughout the year. Many of these lessons learned are covered in more detail in section 4.4. below, (i.e., "Learning in Year 4") but the highlights are:

- SALT has become more adept at managing the program amid a pandemic.
- Straightforward tools and product offerings have made SALT more marketable globally.
- SALT's target audiences (i.e., governments from seafood producing countries) come with their unique challenges.

1.4. COVID-19 and Implementation

The challenges from the COVID-19 pandemic reverberated throughout the international seafood community and continue to be felt by SALT. The need to continue to address operational realities was necessary to limit the spread of COVID-19. Therefore, FishWise dedicated significant energy to projecting forward and making operational changes to uphold its duty of care and provide staff with a work environment that reflected this new reality. Consequently, SALT was fortunate to have an adaptive workforce, supportive leadership and funders, and the tools to respond with high-impact policies. That support allowed SALT to maintain its workload and support the SALT community while being continuously adaptive and creative to the new ways of working. SALT planned and executed Year 4 activities with the impact of COVID-19 top of mind. Throughout the annual report are descriptions of planned activities that were delayed or adapted due to the unforeseen consequences of the current pandemic.

2. Introduction

On August 30, 2017, USAID awarded FishWise a five-year cooperative agreement to be the implementing partner for SALT. Cooperative Agreement #AID-OAA-A-17-00020 became effective September 29, 2017. SALT is a global alliance for collaboration and learning to promote legal and sustainable fisheries through improved transparency in seafood supply chains. SALT brings together the seafood industry, governments, and NGOs to accelerate learning and support collaboration on innovative solutions for legal and sustainable seafood, with a particular focus on traceability—the ability to track the movement of seafood through supply chains. SALT is a response to new policy, industry, and technological developments that create opportunities to address sustainable fisheries management as a key issue for development and biodiversity conservation. It brings together the resources, relationships, and experience of USAID; the David & Lucile Packard, Gordon and Betty Moore, and Walton Family Foundations; and

FishWise to create a global, multi-stakeholder network for collaboration and learning capable of accelerating innovation and identifying and scaling emerging best practices.

Illegal, unreported, and unregulated (IUU) fishing represents one of the most complex issues confronting the world today. Complex systems are dynamic by nature and made up of interdependent parts. This is true in ecological systems, market systems, and social systems. To change or transform a system requires more than individual or unilateral action. Complex systems' problems require collaboration and coordination to achieve positive change. Addressing IUU fishing, associated labor and human rights abuses, and inadequate fisheries management will improve security, economic prosperity, and food security for the millions of people who depend on fisheries for their livelihoods. Helping fishers, governments, and enterprises to produce and trade in legal, sustainable, and labor-friendly products for global businesses is also a win-win for developing countries and consumers while sustaining biodiversity and putting developing countries on a path to self-reliance.

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

As reflected in the SALT Results Chain (Annex 1), ecological well-being includes improved fisheries management by governments and fishing associations as an essential element of healthy ocean biodiversity and profitable seafood supply chains. Successful fisheries management ensures social and economic benefits can be increased while maintaining sustainable yields, protecting/securing fishery resources, and conserving biodiversity. Effective management of fisheries—both large and small-scale—is important to food security and livelihoods that depend upon fish and seafood, and to biodiversity conservation and ocean health.

Catch documentation and traceability systems need to be available, widely used, and benefit seafood companies to enable the industry to monitor and self-regulate. Ideally, such systems are electronic or can move from paper-based to electronic early on in supply chains. Seafood producing countries need to improve their capacity to manage fisheries and implement reform while detecting and deterring IUU fishing. That requires catch documentation and traceability

systems to be in place and for the data within those systems to be shared by industry with seafood producing countries for sustainable management of fish as critical inputs into supply chains. This would lead to a reduction in IUU fishing and unsustainable fishing, along with associated criminality such as human rights abuses, seafood fraud, and other transnational or organized crime. In turn, this could improve coastal ecosystems and sustainable fisheries management, leading to improved biodiversity, food security, livelihoods, and self-reliance globally.

Progress in the traceability field has been slowed by what should be interrelated work occurring in isolation. Central to SALT's work is uniting these conversations and work streams (WS) into one coherent dialogue, captured by a wide-ranging knowledge management system. SALT aims to catalyze solutions that transform how the seafood industry and governments collect, share, verify, and, ultimately, use data for ecologically and socially responsible fisheries. SALT focuses on building collaboration and learning for traceability by engaging diverse stakeholders across seafood supply chains, maintaining and expanding an online resource and learning platform, and creating resources that capture and synthesize information around existing eCDT efforts to support knowledge sharing on traceability generally and to support specific seafood producing country needs. SALT's key results include the development of Principles for comprehensive eCDT and the incorporation of those Principles into existing or new eCDT systems. The SALT MEL plan contains additional details.

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

Over time, SALT aims to achieve four main objectives:

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

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

SALT draws upon elements of collective impact theory with FishWise playing the role of a backbone organization. As defined by FSG, collective impact "occurs when organizations from different sectors agree to solve a specific social problem using a common agenda, aligning their efforts, and using common measures of success."[1] Kania and Kramer in the Stanford Social Innovation Review note that, "Creating and managing collective impact requires a separate organization and staff with a very specific set of skills to serve as the backbone for the entire initiative. Coordination takes time, and none of the participating organizations has any to spare. The backbone organization requires a dedicated staff separate from the participating organizations who can plan, manage, and support the initiative through ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the initiative to function smoothly."[2] Backbone organizations guide vision and strategy, support aligned activities, establish shared measurement, cultivate community engagement, advance policy, and mobilize resources. While FishWise will not lead all of those functions (like mobilizing resources), the strategic approaches reflect some of the key roles a typical backbone organization provides.

In accordance with the cooperative agreement, this document presents the Year 4 annual report for SALT.

2.1. SALT Strategy

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

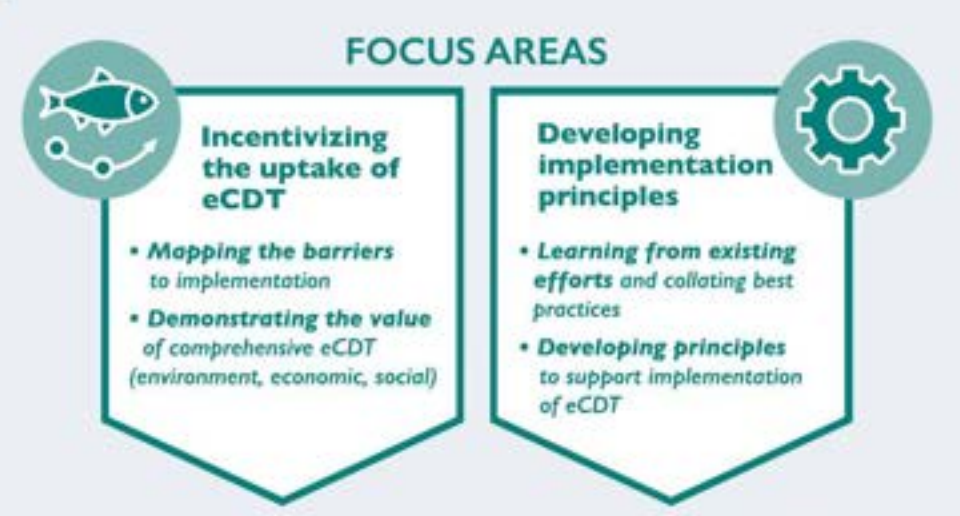
- Incentivizing Comprehensive eCDT Globally - This work will include both mapping the barriers to uptake and demonstrating the value of adopting eCDT. Many companies, governments, and NGOs undervalue eCDT as a resource and strategy for managing

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

core business risks, complying with regulations, generating sales growth, sustainably managing fisheries, and ensuring that the seafood entering markets is legal and socially responsible. Understanding the value of comprehensive eCDT is important to increasing its uptake. SALT will explore demonstrated return on investment (ROI) for comprehensive eCDT from a financial, ecological, and social value perspective. SALT's work includes both identifying the diversity of needs and challenges at different points in the supply chain for implementing traceability solutions, as well as making the case for comprehensive eCDT.

- Comprehensive eCDT Principles - When exploring comprehensive eCDT systems, what are the key things to consider? The information systems in use by the seafood industry and seafood producing countries often do not support sharing data for multiple purposes by multiple users. Organizations often work on pilots and projects with only one goal in mind, such as meeting import requirements, but not better managing a fishery, or vice versa, and also often cannot connect these projects with existing systems. A lack of sufficient interoperability hinders the ability of data and technology systems to efficiently realize the potential of eCDT and to support the collective action required to combat IUU fishing, human rights, and labor abuses, and strengthen fisheries management. SALT will analyze how to best learn from existing efforts to support comprehensive eCDT systems being used to support ecological, social, and economic well-being overall.

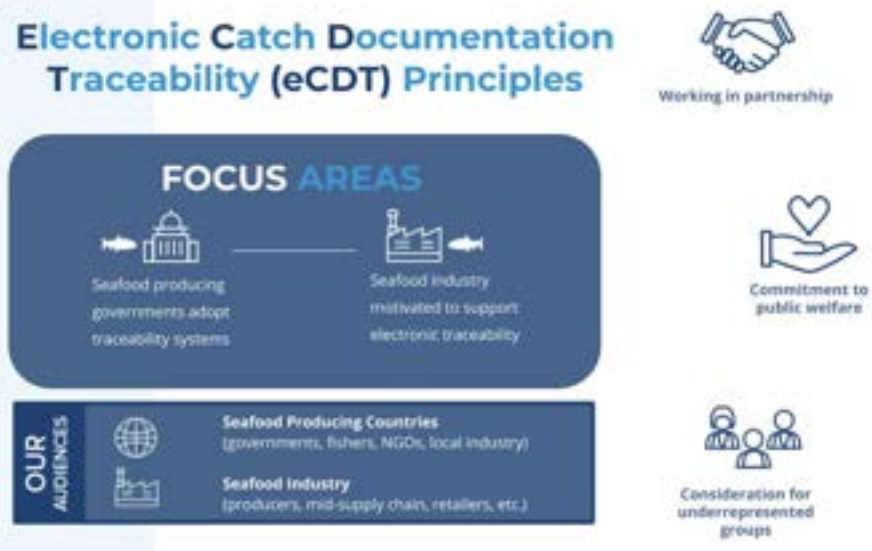
Figure 1: Thematic Focus Areas



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

- Seafood Producing Countries - Due to capacity issues, some of the most challenging stakeholders to get to act on eCDT are in seafood producing country governments and industry. These key stakeholders in seafood producing countries are governments, fishers, NGOs, and local industry. SALT continues to work through NGOs and others working with these governments when appropriate. SALT will build networks with those stakeholders and see what they need and how SALT can assist. SALT will leverage USAID contacts with missions and linkages to seafood producing country governments. Given the additional capacity issues identified, these governments have more needs and align well with SALT's objectives. Note that among seafood producing countries, SALT prioritizes engaging with developing countries, particularly those where USAID and SALT's partner foundations work. This table highlights the simple audience breakdown.
- Industry - The seafood industry is an essential stakeholder in the uptake of eCDT. Those industry stakeholders who have strong interest and leverage in developing countries that are seafood producing will be of particular focus when possible. In addition, global alliances that represent industry, like the Global Tuna Alliance (GTA) and Global Dialogue on Seafood Traceability (GDST), will be a focus for collaboration with SALT to leverage the commitments those global actors have already made.

Figure 2: Comprehensive eCDT Principles Focus Areas & Audiences



SALT's focus on knowledge management for learning will be more explicit. Knowledge management seeks to get the right information to the right people at the right time and in the right format. Complex work on global systems cannot survive sustainably without knowledge management. The knowledge management cycle is a process of transforming information into

knowledge, which explains how knowledge is captured, processed, and distributed[3]. Most importantly, it includes how knowledge is applied to a system. Learning in a system depends on the knowledge management cycle. Knowledge management enables one to tap into and share explicit and tacit knowledge in order to learn from it.

SALT will continue to use collaboration and learning as its guiding approach. While both elements continue to be an important part of SALT, learning will take more primacy utilizing collaboration the way to apply the Principles and learn from the experience. For learning, SALT will utilize a knowledge management cycle model with the following components:

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

SALT's entire project has been oriented around the knowledge cycle. Starting with knowledge generation and capture with some dissemination has led SALT toward uptake and action as key elements of work in the final two years of the project.

2.1.1. Strategic Approaches Implementation Year 4

In the first year, SALT focused on spreading the word about the Alliance and understanding the needs of (while building) the SALT community through the co-design process. After finalizing the Year 2-5 strategy, it was necessary to share it broadly to let the SALT community know the strategic focus. In Year 2, SALT prioritized the development of a shared information platform through the website, conducted field knowledge capture, and gathered existing information and developed new resources on eCDT. The SALT team focused substantial time building the SALT website as a key first deliverable which included the development of the Seascape Map tool that inventories relevant projects around the world, the gathering and review of existing information on eCDT, and the development of new content for the site. In Year 3, with the platform established, SALT hit its stride building the knowledge base and initiating the principles. In Year 4, launching and pushing implementation of the eCDT Principles has been the main focus.

With the themes as a guide to "what" SALT focuses on around eCDT, the strategic approaches capture "how" SALT will execute and implement activities to achieve the goals outlined above.

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

The strategic approaches are: 1) Network Building for Traceability Collaboration & Learning, 2) Knowledge for Action, and 3) Communication Management. These strategic approaches are interdependent and staff will collaborate across them to ensure cohesion and coherence of SALT efforts.

Network Building for Collaboration and Learning (WS1)

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

Knowledge for Action (WS2)

For overall project success, a dedicated approach to learning and knowledge management is essential. SALT has incorporated a more systematic approach to learning and collaboration using the knowledge management cycle to ensure uptake and integration of eCDT into global approaches to traceability.

SALT will continue knowledge creation and capture (which will be done in a variety of ways) to keep the broader community informed and to share relevant materials to the key stakeholders at the right time. SALT will focus on applying the Principles and Pathway with the goal of learning from application and filling knowledge gaps in the Pathway.

Communication & Information Management (WS3)

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

During Year 3, SALT expanded its communication and original products for specific audiences, though SALT's communication products are typically for a broader audience. With the goal to

share valuable lessons and help rally connections between those working in the field, this workstream was broken into three main categories: SALT's website, general communication approaches, and multimedia products.

3. Year 4 Progress and Activities

3.1. Key Results/MEL Progress Overview

Year 4 was a successful one for SALT, with significant progress made towards SALT's ultimate goal of reducing IUU fishing and strengthening fisheries management. Year 4 was marked with numerous achievements. Notably, SALT met its life-of-project (LOP) targets for multiple indicators, including the creation of the Comprehensive Principles and both visitors to and downloads of SALT's resources from the website (Table 2).

Table 2: SALT's MEL Stoplight Diagram

Key Result	Indicator	Strategic Approach
Key Result 1: A shared agenda to promote Comprehensive eCDT is identified	1) # and list of collaborative actions identified at the PartnerLab	1, 3
Key Result 2: A knowledge sharing platform is established and in use by stakeholders	2.1) Knowledge sharing platform is live, functional, & accessible	3
Key Result 2: A knowledge sharing platform is established and in use by stakeholders	2.2) # of unique visitors on SALT platform/website	3
Key Result 2: A knowledge sharing platform is established and in use by stakeholders	2.3) # of downloads of SALT products	3
Key Result 3: SALT stakeholders' engagement and empowerment to take action increased	3.1) # of stakeholders whose level of engagement is at 'Share' stage or higher	1, 3
Key Result 3: SALT stakeholders' engagement and empowerment to take action increased	3.2) % of stakeholders whose level of engagement is at 'Share' stage or higher in SALT's Spectrum of Engagement	1, 3
Key Result 4: Knowledge for comprehensive eCDT is generated, captured, and shared	4.1) # stakeholder-specific cases for traceability developed and shared	2, 3
Key Result 4: Knowledge for comprehensive eCDT is generated, captured, and shared	4.2) # of produced and shared materials linked to human and labor rights for eCDT	2, 3

Key Result 4: Knowledge for comprehensive eCDT is generated, captured, and shared	4.3) # of relevant sessions at global meetings that SALT facilitated or presented at that advance a comprehensive focus on eCDT	2, 3
Key Result 4: Knowledge for comprehensive eCDT is generated, captured, and shared	4.4) # of produced and shared knowledge products that support learnings around or action toward comprehensive eCDT	2, 3
Key Result 5: Principles for developing comprehensive eCDT systems are created	5) Product on Comprehensive eCDT Principles developed / STIR.10- Number of innovations supported through USG assistance	2, 3
Key Result 6: Principles incorporated into electronic catch documentation and/or traceability systems including human and labor rights for all seafood workers, food security, livelihoods, and well-being	6.1) # of stakeholders who express interest in applying the Principles	2, 3
Key Result 6: Principles incorporated into and/or traceability systems including human and labor rights for all seafood workers, food security, livelihoods, and well-being	6.2) # of new or existing eCDT systems or efforts that incorporate Comprehensive eCDT Principles during the duration of SALT / STIR.11 - Number of innovations supported through USG assistance with demonstrated uptake	2, 3
Key Result 7: Learnings from SALT products, knowledge shared, and the community have raised awareness and/or informed decision-making	7.1) % of survey respondents state they have gained a greater understanding of traceability and eCDT through SALT products, tools, or the community	1-3
Key Result 7: Learnings from SALT products, knowledge shared, and the community have raised awareness and/or informed decision-making	7.2) % of survey respondents state they have incorporated learnings from SALT into their work or decision-making	1-3
Key Result 7: Learnings from SALT products, knowledge shared, and the community have raised awareness and/or informed decision-making	7.3) # of recorded instances when SALT community members share, apply, or use SALT knowledge products and tools to inform their traceability work	1-3
Context Indicator	# of new initiatives or efforts happening globally around traceability, counter-illegal fishing, and social responsibility in seafood supply chains	
Context or Standard Indicator	STIR.10 Number of innovations supported through USG assistance (Indicator 5)	
Context or Standard Indicator	STIR.10-Custom2 – Dollars of resource leveraged	

Context or Standard Indicator	STIR.11 Number of innovations supported through USG assistance with demonstrated uptake by the public and/or private sector (Indicator 6.2)	

Complete = KR LOP Targets Met
In Progress - On Target
In Progress - Some Delays
Unknown - Data Not Yet Collected

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

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

This Key Result is largely driven by SALT's third strategic approach: Communication & Information Management. A critical component of this strategic approach is to expand SALT's network through sharing relevant information, both created and curated, via SALT's online hub. These indicators capture the reach and appeal of the online hub.

Indicator	Target	Result
2.2) # of unique visitors on SALT platform/website (disaggregated by country and region)	Year 4: 1,700 LOP: 8,500	Year 4: 9,131 LOP: 14,850

SALT aimed to have 8,500 unique visitors come to the SALT website by the end of the project, which would translate to approximately 1,700 visitors/year for SALT's remaining two years. However, there were over 9,000 unique visitors to SALT's website in Year 4 alone, meaning that the life of project goal was reached only counting this year's website visitors. New website users per month appear to be increasing over time (Figure 3). This unexpected level of engagement can be attributed to SALT's multi-pronged approach to promoting and leveraging the website. Throughout the year, SALT featured the website in all of its communications, tailoring the messaging as needed to highlight the relevant resources on the website and featuring the

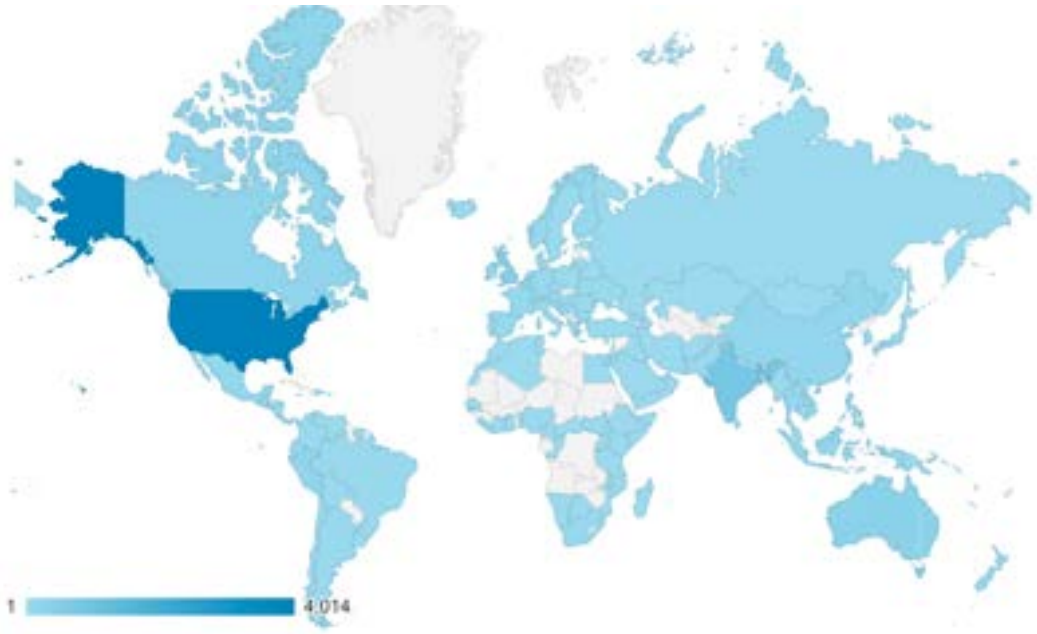
website URL in external presentations. The website also hosted prominent pages for SALT's popular product launches: the Principles and tuna supply chain infographic.

Figure 3: New Website Users Per Month Since September 2019

Overall, there were 9,131 unique visitors to the website, 1,483 (i.e., approximately 14%) of which came back to the site either one or more times, demonstrating that the website has served as a tool that the SALT community finds worthwhile to return to. This is a testament to the work of the SALT team to keep the website updated and relevant with new resources, efforts, events, and stories

Visitors from over 153 countries came to the site in Year 4 (Figure 4). The United States made up just under half of those visitors (3,960 visitors; 43% of total), followed subsequently by the United Kingdom (5%) and Australia (4%). Seafood producing countries are a key target for SALT, and they were also well represented with users to the site. The seafood producing countries with the most users were the Philippines, Peru, Indonesia, and Mexico, respectively. Those seafood producing countries cumulatively made up 8% of the unique visitors to the SALT website in Year 4. The widespread use and high numbers of unique visitors to SALT's website demonstrates that the website is an important resource for SALT to continue to expand and a critical hub for sharing the knowledge SALT captures from its own projects and from community members.

Figure 4: Unique Visitors to SALT's Website by Country in Year 4



Map of SALT website visitors in Year 4. Countries in darker blue (U.S.) represent a higher number of website views. Although there are fewer visitors to the website from seafood producing countries comparatively, there is noticeable widespread, global reach within this key audience.

Indicator	Target	Result
2.3) # of downloads of SALT products (disaggregated by country and region)	Year 4:134 LOP: 400	Year 4: 1,094 LOP: 1,457

In addition to tracking unique visitors, SALT tracks resource downloads from Dive Deeper, the website's traceability resource repository. In Year 4, there were 1,094 downloads of resources from Dive Deeper. Of those 1,094 resources downloaded, 327 of them (or 30%) were resources produced by SALT. SALT's Comprehensive Principles and Pathway were the most frequently downloaded resource (n=237), and made up the majority of downloads of SALT's products. SALT also tracks views of its Story Hub pages. The Story Hub features produced by SALT that shared new information with the community were viewed over 700 times in Year 4. This does not include views of SALT's Comprehensive Principles and Pathway landing pages, which total over 2,000 unique visitors on their own. As a result, SALT significantly exceeded its LOP target for resource downloads in Year 4. This shows that there is an appetite from the community for original SALT products, and that SALT's network is engaged.

In Year 5, SALT staff will continue to track online analytics at regular intervals to adaptively manage the website as needed. In addition to tracking unique visitors, downloads, and submissions of resources or efforts, SALT also regularly tracks the most popular pages and search queries that are applied in the search bar. By staying abreast of how the community is using the website, SALT can adapt and modify the website as needed to best fill the community's needs.

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

The primary focus of the website during the last year was to continue to add and create content to keep it refreshed, while addressing bugs as SALT expanded pages and formats. SALT added an intern to the team, Janey Sellars, from January - May 2021 to assist with the curation of resources for the website. Janey organized new, relevant resources that were reviewed by staff members prior to publication on the website. This support was crucial for SALT to stay up to date with novel articles, tools, news, and reports throughout Year 4.

SALT works on the website nearly every day; expanding SALT's storehouse of resources in Dive Deeper, adding 56 resources in the last year, 28 additions to the Seascape Map, and 18 stories for the Story Hub. In addition to keeping the Story Hub populated, SALT also edited contributions from other FishWise colleagues, as well as outside contributors, such as SAFET, Future of Fish, and some of SALT's small grant recipients.

Dive Deeper

Since the inception of the SALT website in Year 2, staff have continued to curate resources on topics related to eCDT, counter-IUU fishing, and combating human and labor rights abuses in the seafood industry on the Dive Deeper platform. In Year 4, 112 key resources were added to Dive Deeper. Resources are vetted by SALT staff and must demonstrate beneficial influence to the SALT community's work on understanding and implementing comprehensive eCDT systems. SALT added an intern in Year 4 to help vet resources and add in summaries for each contribution to the library. In Year 4, there were 1,094 downloads from the Dive Deeper platform, which provides resources searchable by topic, region, type of resource, and/or keywords. SALT aims to include various types of resources ranging from videos to peer reviewed articles in order to appeal to the diverse users within the seafood sector, with special consideration for industry and seafood producing country governments. There are now 363 unique resources published on the Dive Deeper platform, 73 of which are linked to the Traceability Principles.

Seascape Map

SALT continued to expand the collection of global efforts to foster connections and collaborations in the Seascape Map. In Year 4, SALT has added 28 new efforts, eight of which were submitted by the SALT community demonstrating engagement with the platform. There are now 204 efforts published on the Seascape Map. Over the past year, SALT has seen constant traffic on the Seascape Map page, but generally the average is 132 unique views monthly. The Seascape Map captures efforts addressing one or more of the following topics: traceability, counter-IUU fishing, and/or social responsibility. 11 of last year's additions included social responsibility topics, and SALT still sees the need to improve visibility of social responsibility efforts within the seafood sector as SALT continues to emphasize the need for comprehensive eCDT uptake.

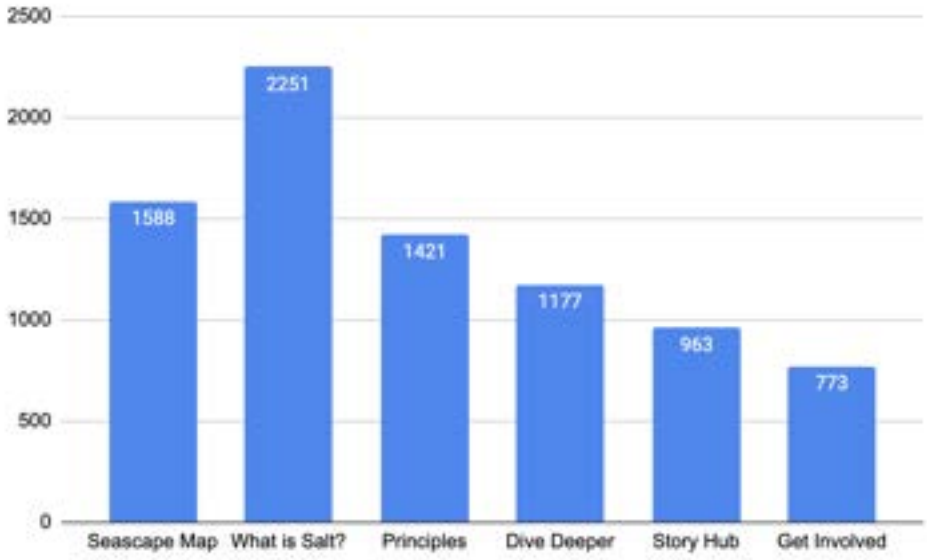
Story Hub

The Story Hub's collection features original and community pieces, and is a main platform for sharing SALT stories and products to highlight a resource and link it to Dive Deeper rather than promote resources in Dive Deeper. Overall in Year 4, SALT added 18 new blogs, four of which featured stories from the SALT community. Over the past year, SALT has seen constant traffic on the Story Hub page, but generally the average is 80 unique views monthly. Many posts had high visibility due to promotions and campaigns, and are featured in section 3.4.4., Produced and Shared Knowledge Products.

Events Calendar

SALT added 65 events to the Events calendar during the year. Though the original URL for each event was listed on the SALT event page, SALT promoted its event link to monitor traffic to the event page and to inform the usefulness of the Traceability Events calendar.

Figure 5: Number of Pageviews on Key Landing Pages



In Year 4, unique pageviews reached 28,376 sessions. Figure 5 shows the number of unique pageviews on SALT's key landing pages featured on the navigation menu.

3.2.2. Website Customization

With ongoing COVID-19 delays and uncertainty whether SALT would have a 6th year, SALT decided to meet internally to discuss small-scale versus larger ways to customize the website. A complete overhaul was deemed unnecessary in the previous year, but if the project was closing out the following year, the focus would be on just updating the Seascape Map from the survey and feedback during the year. With the announcement of a 6th year, SALT created a more general survey to collect responses for two months to find out if users found what they were seeking. This would help SALT confirm ideas for small changes, mainly to the home page layout, and its two original tools, Seascape Map and Dive Deeper. Throughout the year many tweaks were made to the site to optimize the backend and automate processes. SALT also helped advise the Roadmap for Improving Seafood Ethics (RISE) team at FishWise as they built their site on what worked and what didn't, and edited or gave feedback on content layout for RISE's new site.

Throughout the year, larger customizations to the website included designing and adding new pages for the Principles and Pathway and adding a tool, the Tuna Supply Chain. Rather than adding additional links to the main header, the tools replaced pages that were moved beneath What is SALT: the Our Focus page and Events/Get Involved page, respectively. This meant the main navigation bar now consisted of tools aside from an About page for SALT. Based on SALT's

focus and internal feedback and website stats, the Events calendar and entire Get Involved page will be removed in Year 5.

Additionally, functionality of the site was improved to include: embedded pop-up surveys and material from other websites, adding clickable images and links for resources in Dive Deeper, and adding translations to the Principles pages through a linked pop-up box.

Though nearly 1,200 people visited the survey, SALT received 19 responses, which was not a sufficient sample size of SALT users. With survey fatigue in mind and the need to encourage responses, the website survey consisted of only four questions with multiple choices: 1) Why have you landed on our website today? 2) How would you characterize your field? 3) What do you find most helpful on SALT's site? 4) If seeking out a particular resource/topic, what was it and did you find it? Most notably, the exercise revealed that respondents (n=11) found the resources/topics they were seeking (the survey listed 16 topics). Principles and the Pathway were the top searches, with electronic traceability a close second, followed by aquaculture and IUU fishing. One resource suggestion was for more content around small-scale fishers engagement tools/strategies.

Figure 6: Suggested Resource Topics

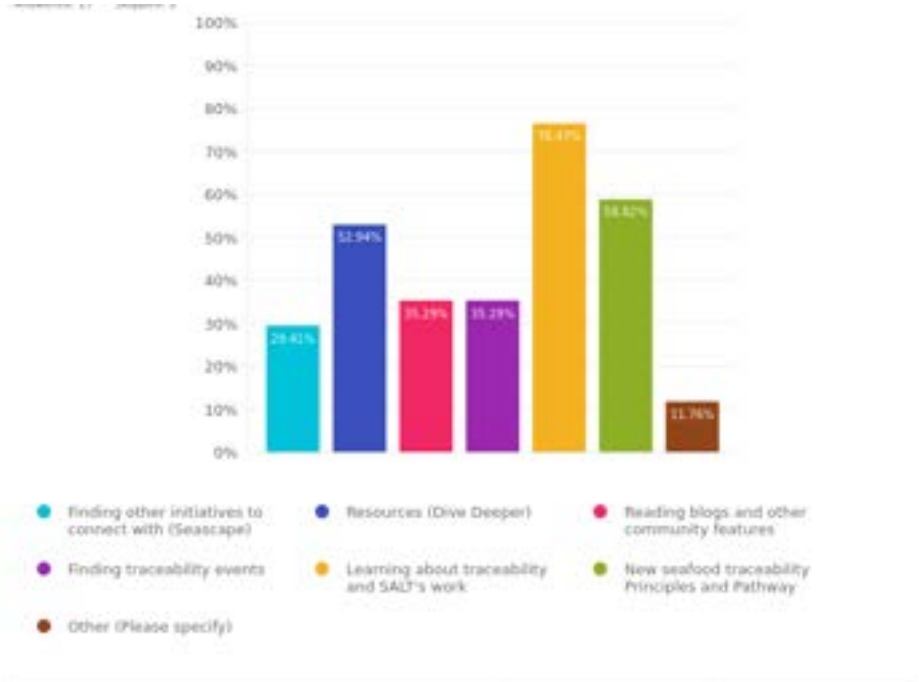
The majority of respondents (n=12) reached the SALT site for two reasons. They were: linked from another site (e.g. Future of Fish, RISE, FishWise, and the SALT newsletter), or looking for traceability resources. Others were seeking to answer a question, or had stumbled upon it, as in the case of one RFMO. Respondents consisted of nine NGOs, five seafood industry, and the rest were evenly divided into governments from seafood producing and consuming countries (the latter was USAID seeking IUU fishing resources), academia, and an RFMO—confirming that SALT does reach its target audiences! When looking deeper into individual responses, NGOs had a variety of reasons for coming to the site; one was sent by Cámara Nacional de Acuacultura, which tells SALT that Latin American companies are spreading the word about SALT. One citizen expressed interest and gratitude in SALT's work and access to resources. In terms of respondent's (n=17) interest in SALT resources, learning about SALT and traceability rated the highest, with Principles information following that (undoubtedly helped by SALT's

promotion of the Principles). After that, Dive Deeper resources were a close third, and finding traceability events and reading blogs were tied next. The Seascape Map had the least number of responses (n=5), but it revealed that respondents found all SALT's tools useful. Finally, three respondents opted in to be notified of SALT updates.

> *"Incredible website. So refreshing to have so much information available and readily navigable."*

Feedback within SALT landed on a few suggestive key changes: changing the homepage layout to ensure ease of finding information and guiding specific users; adding a few more filters to resources (e.g. seafood fraud, language); linking relevant resources throughout the site; organizing information around specific questions (i.e. how do I conduct a gap analysis?); and finding a way to highlight recent developments.

Figure 7: Reasons for Visiting the SALT Website (n = 19)



Seascape Map 2.0: Improving the Seascape Map for Connection Building

SALT staff created a pop-up survey on the website to collect feedback and priorities from visitors and Seascape Map users. The purpose of the survey is to identify ways to improve the Seascape Map's power as a resource for connecting efforts. Zoho was used to design the survey and was published on the website from March 18 - June 7, 2021. During this time, SALT

received 54 responses (17 complete responses, 37 partial responses). The survey consisted of four questions to ensure as many responses as possible. SALT completed analyses of the responses to inform SALT's Seascape Map 2.0 website design and development in Year 5. Responses to the survey revealed:

- What stakeholder group best aligns with your work?
    - The majority of Seascape Map users are from industry and technology. Governments, both from seafood producing and consuming countries, were the minority of Seascape users. The findings reveal that if SALT does want to target producer country governments, the team will need a targeted approach to showcase the Seascape Map tool and its usefulness to this audience. Responses uncovered that users are exploring the Seascape Map to better understand existing efforts to combat IUU fishing.

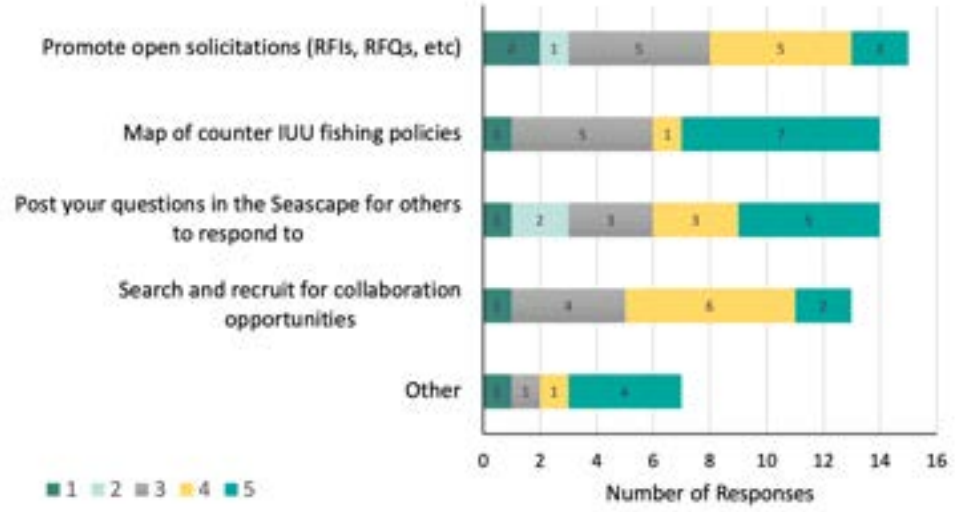
> *"SALT has been a great resource to discover and learn about the traceability initiatives in the seafood industry worldwide."*

- What function is missing from the Seascape Map that you wish existed?
    - SALT did not want to assume what the global community needed. For this reason, the survey led with an open-ended question before ending with suggestions in question 4. Some of these responses are beyond the scope of the Seascape Map (e.g., location of certified fisheries) and are addressed by other tools (SeafoodMAP). A majority of these responses demonstrated that most users are first time visitors and did not have experience to draw upon to answer this question. By adding new options to the Seascape Map in the new design, hopefully SALT can increase return users.

- On a scale of 1 to 5 (1, not helpful and 5, very helpful), please rate how useful the following options would be to you if offered on Seascape Map (Figure 8).
    - Of the options in Figure 8, a layer of the map that adds counter-IUU fishing policies would be the most helpful for Seascape Map users. Additionally, it may be helpful to have a portal of some kind for users to be able to post questions or collaboration opportunities for others to respond to. However, with a live portal it is critical to design it in a way that can be sustainable after SALT's funding ends. Other responses included that the Seascape Map was a bit overwhelming and difficult to navigate. This suggests a different way to display the efforts and how they overlap regionally and topically. SALT will hire a web developer in Year 5 to

help design the Seascape Map 2.0 in a way that will be easier to navigate and identify collaboration opportunities.

Figure 8: Usefulness of Different Seascape Map Options (n = 54)



SALT identified priorities for Seascape 2.0 by using a scale from 1-5 (1, not helpful and 5, very helpful) as noted in the colored key. Numbers within each bar represent the number of respondents ranking each proposed tool. The highest priority (n=7) is including the map of counter IUU fishing policies in Seascape 2.0.

In addition to the pop-up survey, SALT reviewed all of the published efforts on Seascape Map to identify efforts that were outdated and/or no longer active. SALT archived non-active efforts to allow only the most up to date efforts on the Seascape Map. This will help viewers more effectively connect to current work. During this review, SALT updated old links, contacts, or project titles (some efforts were acquired by new businesses). When necessary, SALT staff reached out individually to those that needed new information or contacts. Additionally, SALT received direct feedback from technology stakeholders during the SAFET Session 4, Traps and Triumphs of Trace Technology. During this event, SALT hosted a breakout session to discuss the challenges of siloed work and how the Seascape Map can better serve technology providers as a tool to help facilitate connections and collaborations.

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

This Key Result is largely driven by SALT's first and third strategic approaches: Network Building for Collaboration and Learning and Communication & Information Management, respectively. Both of these strategic approaches underlie the fundamental mission of SALT and how it

approaches building networks for collaboration and learning. The indicators below speak to SALT's effectiveness at creating a large and diverse community of engaged stakeholders.

Indicator	Target	Result
3.1) # of stakeholders whose level of engagement is at 'Share' stage or higher (disaggregated by gender, region, and stakeholder group)	Years 1-4: 800 LOP: 1,000	Years 1-4: 746
3.2) % of stakeholders whose level of engagement is at 'Share' stage or higher (disaggregated by gender, region, and stakeholder group)	LOP: 40%	Year 4: 53%

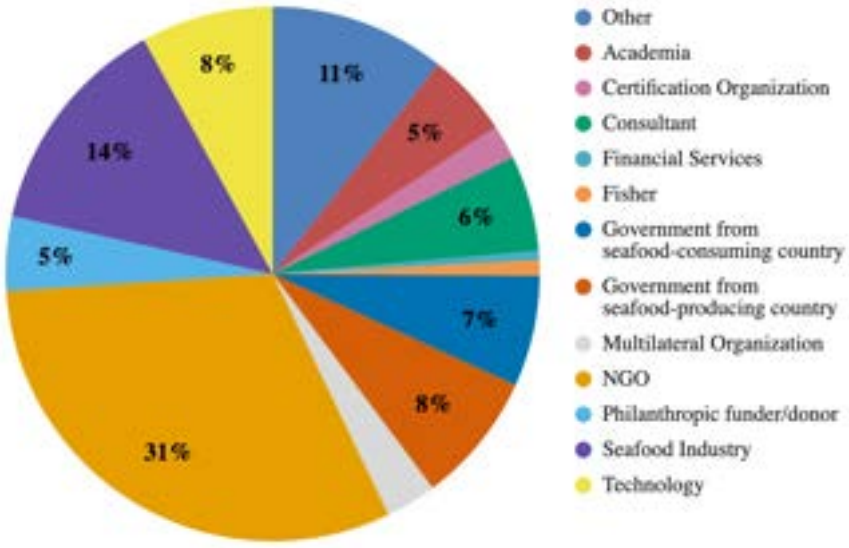
In Year 4, as a result of SALT's growing network, more targeted products, increasing multimedia content, liaising individually with interested stakeholders, and hosting virtual events, SALT has solidified its role as a central hub for the traceability community. At the end of Year 4, SALT's community was made up of 1,398 individuals. This is the cumulative total of all stakeholders engaged in SALT over Years 1-4. Relative to Year 3, the community grew by 335 members (i.e., over 30% growth). SALT anticipated that the growth of the community would slow as it became more difficult to access previously unreached audiences. However, with SALT's expanding work, especially with the small grants in the Latin America and Caribbean region, SALT was able to reach new community members. SALT will revisit the targets and results in 3.1 and 3.2 to ensure the numbers and percentages align.

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

The 1,398 members of the SALT community are from an array of stakeholder groups (Figure 9). The most represented stakeholder groups were NGOs (at 31%), followed by the seafood industry (at 14%, whereas they were 10% of the community in Year 3), which is primarily made up of trade associations, processors, and suppliers. The prominence of the seafood industry in the SALT community reflects SALT's intentional activities in Year 4 to better engage and serve

the interests of this group, such as targeting them through tailored resources and forming strategic partnerships with industry associations. In the past year, SALT has also strived to engage its other key audience: government representatives from seafood producing countries. In Year 4, SALT was able to maintain engagement with this group as the community grew and they now constitute approximately 7% of the SALT community (relative to 8% in Year 3). In Years 5 and 6, SALT will continue to track the number of new stakeholders joining the SALT community using similar methods, leveraging the automation of FishWise's CRM where possible.

Figure 9: SALT Stakeholder Groups in Year 4 (n = 1,398)



Whereas the information above spoke to the breadth of SALT's growing network, indicator 3.1 specifically addresses the depth of engagement by the community using SALT's updated Spectrum of Engagement (SoE) (Figure 10, Table 3). The SoE is used to measure how the members of the SALT community increase their engagement with SALT and SALT activities. As individuals get more involved, they move further along the SoE. The idea is that through fostering a variety of ways for stakeholders to get increasingly involved in the community, the community will become more empowered to take collaborative action around improving traceability.

Figure 10: Visual Representation of SALT's SoE

Table 3: SALT Spectrum of Engagement

Connect & Access	*Uptake/Application:* • Access information and resources for your work in this field *Engagement:* • Share your name, organization, contact information with SALT • Sign up for SALT's newsletter to receive updates on what's happening in the SALT community and the eCDT field • Reach out to the SALT team with general questions, comments, or suggestions on how to improve the SALT community
Share	*Uptake/Application:* • Share SALT resources with others (via social media, e-mail, bringing Principles to your partners, etc.) • Attend a SALT or SALT small grantee webinar *Engagement:* • Learn from others by sharing struggles, lessons learned, adaptive management, etc. This may take the form of an interview with SALT or one of its small grantees. • Share information on what your organization is doing in the eCDT space by: contributing data or information (e.g., via a survey), sharing info about your work, or writing or sharing a case study of a pilot or project • Meet with the SALT team to exchange information on your initiative and/or potentially discuss the opportunity of a more formal partnership with SALT
Guide	*Uptake/Application:* • Express interest to apply or use a SALT product (e.g., Principles), by: ○ Asking the SALT team for technical input, a walk-through of a product, resource suggestions, or to be connected with other organizations to help further their traceability work

	• Participate in a learning exchange around a SALT product *Engagement:* • Attend a SALT workshop to interact firsthand with the SALT community • Co-host an event or webinar with SALT, bringing SALT's message to additional networks • Speak at a SALT event or webinar (e.g., 'Traceability Traps & Triumphs')
Collaborate & Implement	*Uptake/Application:* • State that you or your organization has incorporated or used a SALT product (e.g., Principles) *Engagement:* • Partner or collaborate with one or more SALT community members to tackle comprehensive eCDT-related challenges and document your progress for the community • Donate your time, talent, and/or resources to assist SALT in relevant knowledge capture and generation (e.g., hosting SALT during a site visit) • Contribute to the mission and success of SALT by joining the Advisory Committee or weighing in as an expert on the Comprehensive eCDT Principles Committee • Form a formal partnership with SALT (e.g., sign an MOU or receive a small grant)
Sponsor	*Uptake/Application:* • Fund or cost-share a SALT project or collaboration *Engagement:* • Make a tax-deductible contribution to SALT

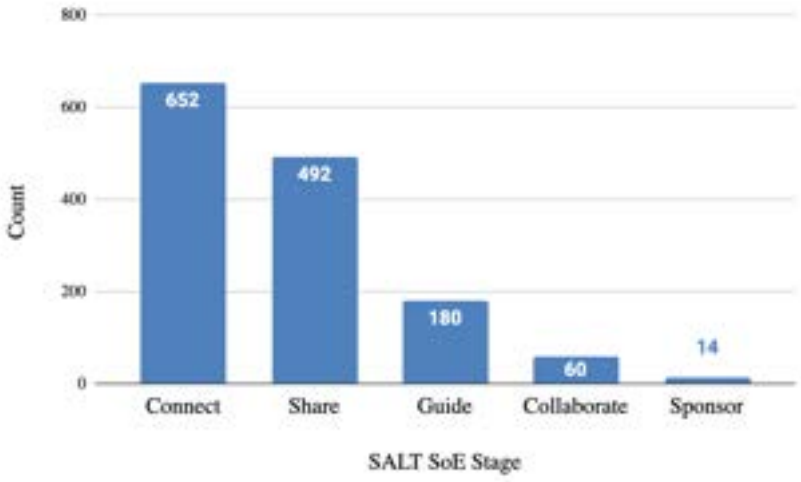
In Year 4, SALT continued to engage its diverse community of seafood sector stakeholders by hosting and speaking at virtual meetings, actively engaging stakeholders by providing technical assistance, forming partnerships, crafting original communication products, and encouraging the application of the Comprehensive Principles and Pathway.

By the end of Year 4, nearly half of the SALT community (n=652, Figure 11) were at the 'Connect' stage in the SoE. It is expected that this level of engagement would be the largest, as it makes up the broad swath of community members that want to receive information on SALT but are not yet ready or able to become more involved. The remaining 53% of the SALT community (n=746) was at the 'Share' stage or higher. See Figure 11 for the breakdown of SALT stakeholders across the Spectrum of Engagement. Unfortunately, SALT was 54 stakeholders short of reaching its Year 4 target of 800 stakeholders at the 'Share' stage or higher. However, SALT did meet its goal of having 40% of stakeholders at the 'Share' stage or higher. This

indicates that SALT's overall community size has not grown as much as anticipated.

Although SALT continues to grow its network significantly every year, SALT anticipates that the 'Connect' stage will continue to increase at a greater rate than the 'Share' stage and beyond. The individuals represented in the 'Share' stages or higher are largely those that are actively involved in the traceability landscape. In Year 4, SALT was able to grow its network by reaching previously untapped audiences that worked on traceability initiatives throughout the world. However, it will likely be more difficult moving forward to continue to grow the community at the same rate as in previous years. Although SALT anticipates that some stakeholders may move from 'Connect' to these higher tiers, especially with the application of the Comprehensive Principles, SALT thinks this number will be smaller than the new audience SALT will reach in the 'Connect' stage in years to come.

Figure 11: SALT Community Along the SoE (n = 652)

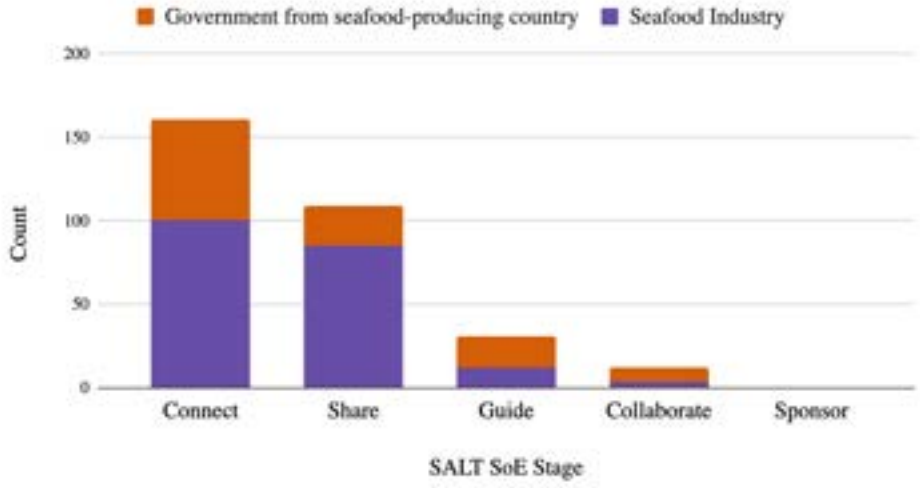


SALT's key stakeholder groups—seafood industry and government from seafood producing countries—across the SoE largely mirror the trends of the overall community (Figure 12) showing that SALT is meeting its targets for 40% or more of key stakeholders at share or higher. For seafood producing country governments, nearly half (46%) are at the 'Share' stage or higher. In Year 3, only 37% of government representatives from seafood producing countries were at the 'Share' stage or higher, representing an increase of nearly 10%. This shift towards greater engagement at the 'Share' stage or higher indicates that SALT has begun to more deeply and effectively engage this target audience.

For the seafood industry (processors, retailers, suppliers, and fishers), 50% are at the 'Connect' stage and the remaining half are at the 'Share' stage or higher. In Year 3, nearly two-thirds of this

key target audience were at the earliest 'Connect' stage in the Spectrum of Engagement. This shift towards the 'Share' stage or higher in Year 4 also indicates that SALT has done an effective job of more actively targeting this audience. Moving forward, SALT aims to more deeply engage these stakeholder groups and shift even more from the 'Connect' stage to higher levels of the SoE. By building a strong network for collaboration and learning, SALT is better equipped to create a sustainable enabling environment for the implementation of more (effective) traceability systems.

Figure 12: SALT's Key Audiences Along the SoE (n = 313)



Year 4 was the first time SALT was able to capture self-identified gender data. As a result, SALT was only able to collect data from a sample of the SALT community (n=274). From that sample, there were 48% (n=131) women, 45% (n=123) men, 1% (n=4) transgender, 3% (n=8) non-binary or other, and 3% preferred not to say. Most of those that provided their gender identity information were either at the 'Share' or 'Connect' stage (Figure 13). This is likely because SALT collected gender information through webinar registrations and in newsletter signups. As a result, some stakeholders provided limited information (e.g., emails and gender identities), and consequently some spam contacts may be counted in this number. Although this finding only reflects a sample of the SALT community (approximately 20%), the relatively even gender representation and inclusion of other gender identities (i.e., transgender, non-binary, and other) supports SALT's ongoing efforts to intentionally integrate and support inclusion of all genders. Moving forward, SALT will be able to provide more analysis around its gender engagement as it continues to collect more data on its community.

The SALT community (n=1,398) is composed of stakeholders from 86 countries across the globe (Annex 6, Figure 14). The country with the most stakeholders in the SALT community is

the United States (n=382 or 27%), followed by Mexico (n=40) and Indonesia (n=34). As SALT continues to engage seafood producing country audiences, the percentage of the community from the United States will likely decrease as representation increases from regions in Southeast Asia, Africa, and Latin America and the Caribbean. Encouragingly, there are also a variety of countries represented throughout all of the stages of the Spectrum of Engagement (Figure 15). In Figure 15, if individuals from the same country are at different stages in the Spectrum of Engagement, then that country would be counted multiple times. However, each country is only counted once per stage (i.e., if individuals from the same country are at the same stage).

Figure 13: Gender Engagement Across the SoE (n = 274)

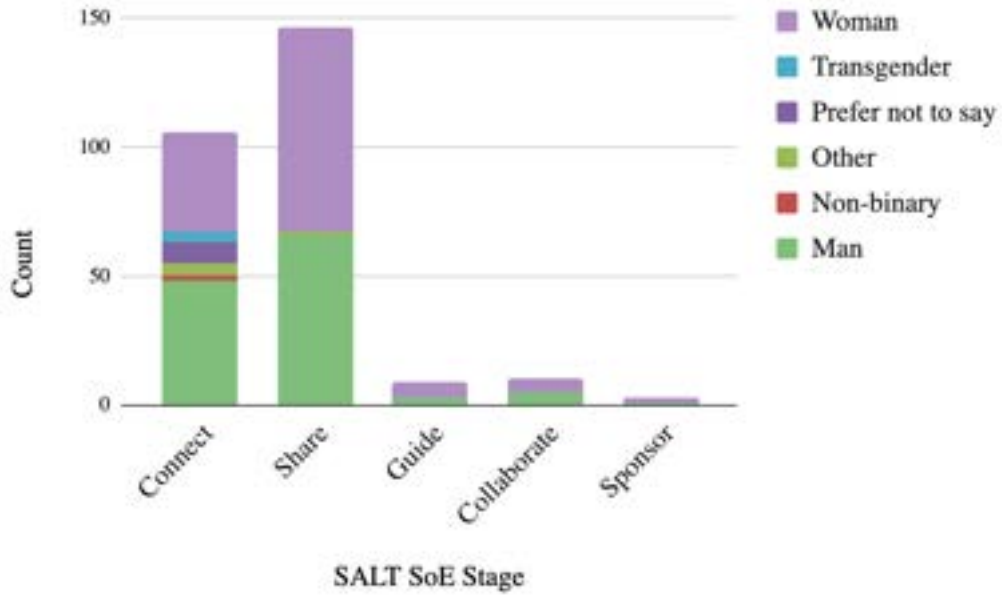


Figure 14: SALT Community Members Across the Globe (n = 1,398)

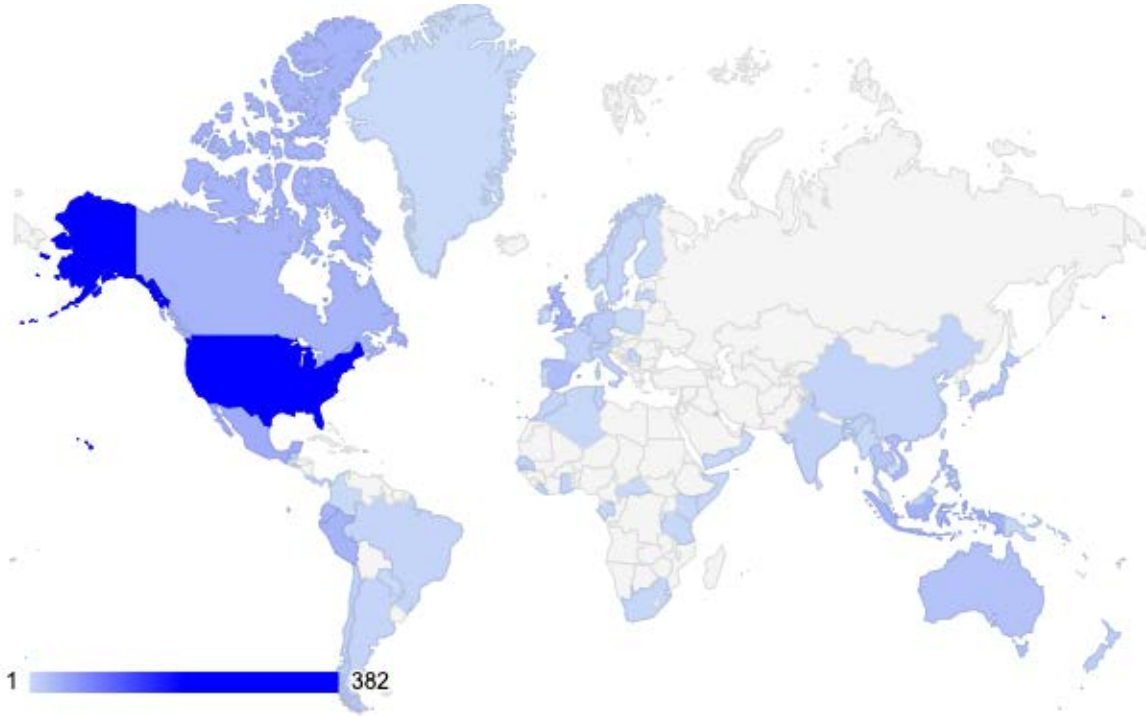
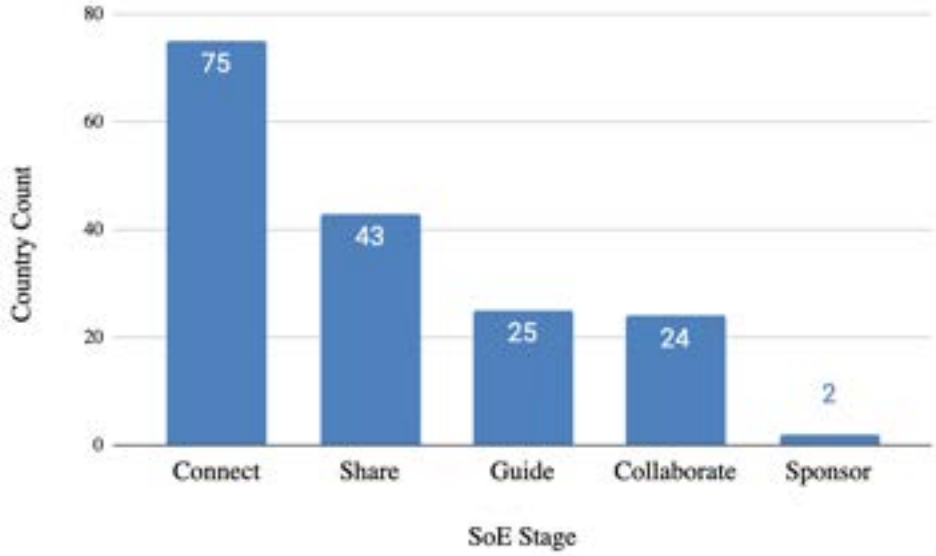


Figure 15: Number of Countries at Each Stage of the SoE (n = 169)



3.3.1. Network Building

Coordination and Advisory Committee

SALT has a broad network while having more specific committees that support its work. SALT retained its Advisory Committee participants and expanded in fiscal year 2021. More details on their governance role can be seen in section 4.2.

First, the Coordination Committee supports SALT by guiding its work and supporting valuable connections. In Year 4, SALT added one group to the Advisory Committee in the Fisheries Transparency Initiative (FiTI). This opportunity came to SALT via the Coordination Committee member from the Moore Foundation, which is supporting FiTI's work. In addition, the Walton Family Foundation's new Coordination Committee member, Daylin Munoz, was helpful in connecting SALT with their partners in South America.

For the Advisory Committee, the government of the Philippines, through the Bureau of Fisheries and Aquatic Resources, accepted an invitation to participate in the committee. In addition, Jose EscaEstors Carballo from the Advisory Committee recommended engaging with the FAO Blue Ports Initiative, which has led to positive opportunities to liaise and grow SALT's network of producer countries. The representative to the Committee from the European Union left her post and a replacement has not been identified.

A full list of Advisory Committee members can be found in the governance section in 4.2. in Table 6.

Principles Committee

To work in collaboration with stakeholders who may implement the Principles after they are created, SALT created the Comprehensive eCDT Principles Consultative Committee. The committee is composed of expert stakeholders, with a particular focus on those that are interested in implementing comprehensive eCDT systems and applying the Principles to their work. The Consultative Committee was made up of 36 expert stakeholders from 20 countries across the globe. For more information, refer to section 3.5.1.

Knowledge Competition Committee

In addition, SALT signed a Letter of Collaboration with the World Banks' Coastal Fisheries Initiative Challenge Fund Global Knowledge Competition. The Competition seeks innovative

solutions from coalitions that address overfishing, focusing on coastal fisheries in four countries: Cabo Verde, Ecuador, Indonesia, and Peru. When the project launches, SALT will participate as a core partner contributing in-kind or financial support critical to one or more elements of the competition such as acceleration, coaching, and mentoring to competitors; encourages coalitions and organizations to apply; and supports awareness building and knowledge sharing of winning solutions and coalitions post-competition.

3.3.2. Industry and Community Engagement

GDST and Alliances

SALT continues its Memorandum of Understanding (MOU) with GDST, an Advisory Committee member to SALT, to support each other. The GDST launched the Standards and Guidelines for Interoperable Seafood Traceability Systems, Version 1.0. SALT endorsed the GDST 1.0 key data elements in the Pathway to the Principles and continues to further the cooperation between efforts to promote the growth and effective implementation of interoperable eCDT systems.

3.3.3. Small Grants for Producer Countries

Vietnam

SALT partnered with Vietnam's Marinelife Conservation and Community Development (MCD) to conduct learning events and knowledge capture to inform Vietnam's National eCDT Guidelines and Roadmap. MCD secured the Government of Vietnam's Ministry of Agricultural and Rural Development, the Binh Dinh Sub-department of Fisheries (Sub-DFish), and DFish's endorsement and approval of the small grant activities. SALT secured approval from the Vietnam Mission and USAID/Washington prior to starting work. Building on the groundwork laid in Year 3, MCD completed in Year 4 a review of current eCDT pilots, identified opportunities to improve the second traceability pilot in Binh Dinh provinces, and conducted a second traceability pilot training session building on lessons learned from the first pilot.

MCD, in collaboration with the provincial sub-DFish in Binh Dinh, captured the challenges and motivations for implementing comprehensive eCDT systems from an estimated 23 pilot participants including ship owners, fisheries management officers, the fishing port management board, and middle(wo)men. MCD suggested the following recommendations for implementing an eCDT program in Vietnam:

- Develop an updated roadmap for the implementation of the eCDT program in Vietnam including deadline, budget, and stakeholders responsible for the operation of the program
- Establish a baseline for national eCDT capacity
- Update the objectives, efforts, legal documents, and policies relating to eCDT in Vietnam
- Design the national eCDT system as the main backbone system, including specific criteria for local implementation. This will allow branch software systems to participate in the established primary system limiting redundancy and improving efficiency
- Implement the eCDT program at the national scale

The report also identified opportunities for improving the second eCDT pilot in Binh Dinh. SALT supported pre- and post- pilot training sessions to strengthen the capacity of tuna fishers to participate in the pilot traceability systems in Binh Dinh province, to share experiences across different roles in the supply chain, and to promote cooperation between fishers and fisheries management authorities in the implementation of an eCDT system.

With support from the Binh Dinh sub-DFish and Tam Quan Fishing Port Management Board a debrief with participants from the nine fishing vessels that participated in the second pilot was held. The participants of this session agree that the second eCDT system pilot proved a success and the group is optimistic for broader uptake of a Vietnamese eCDT program. Fishing vessels installed with WIFI transmitters, integrated with VMS successfully transmitted information in real time to the eCDT application. Management parties such as the Fisheries Sub-Department, the Management Board of Fishing Ports were able to track and access the QR codes and accompanying data for tuna caught at sea. Further, the fishing vessels not equipped with WIFI transmitters were able to store and update information on tuna caught on the server system when docked with internet connectivity.

Left: QR code was tagged for each tuna to track data (Credit: MCD)

Right: The fishing vessel owners/captains debrief on the second pilot (Credit: MCD)

Through the research, eCDT pilot training session, and eCDT pilot debrief session supported by SALT, MCD was able to capture a variety of experiences, to more holistically inform the next activity, which is a gap analysis between current systems and the existing National eCDT Guidelines and Roadmap.

MCD Year 4 Deliverables:

- MCD submitted a summary report of the lessons learned from the eCDT system pilot in Binh Dinh and other provincial programs in English.
- MCD submitted a Gap Analysis report in English, with recommendations for closing identified gaps based on practical field experience in Binh Dinh.
- MCD submitted content in English and Vietnamese for SALT to post updates in the Story Hub in both languages.

COVID-19 Delays and Adaptations
Due to a COVID-19 lockdown in Vietnam in 2021, a no-cost extension was granted to MCD and the following deliverables planned for Year 4 will be completed in Year 5:

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

Indonesia

Given the characteristics of Indonesian fisheries—long supply chains, an extensive number of stakeholders involved, and varying data requirements at each node of the supply chain—data collection requirements from point of landing to export can be challenging. Some fishing industries and governments alike have begun to use electronic documentation and recording systems in response to increased demand for transparency within supply chains. Indonesia's Ministry of Marine Affairs and Fisheries (MMAF) in turn has tasked its Strengthening the Competitiveness of Marine Products Division (PDSPKP) with the development and streamlining of an electronic catch documentation and traceability platform known as STELINA. A specific need to move forward is to strengthen stakeholder collaboration and to discuss how best to connect existing traceability systems in Indonesia.

In December 2020, MDPI and PDSPKP, with support from SALT's small grant, hosted a Co-Design Workshop on Emerging eCDT Technology for Indonesian Fishery Supply Chains to meet this need. Thirty-two participated with representatives from the Indonesian government, technology providers, NGOs, academics, and fisheries associations.

The workshop had three primary objectives:

- To strengthen stakeholder understanding of the requirements, benefits, challenges, and methods for achieving comprehensive eCDT,
- To strengthen stakeholder collaboration and information sharing networks with the shared vision of achieving full chain, interoperable traceability, and
- To further identify and refine the requirements (in terms of cost, equipment, and human capital) for developing and connecting traceability systems in Indonesia.

During the workshop, participants learned about MMAF's traceability system STELINA, the Comprehensive eCDT Principles & Pathway, and technologies that can be used to collect and analyze data. In-depth breakout sessions were held to use this information and personal experience to develop prototypes to improve the current traceability program in Indonesia.

Of note, all of the seafood traceability system prototypes created during the workshop were designed to be connected with STELINA. This workshop finding confirmed the need to further develop STELINA, and integrate it with other existing systems. The benefits of integration include the ability to help eradicate IUU fishing and to increase competitiveness for Indonesian seafood products on the international market. The prototype activity and workshop discussion also made it clear there is insufficient interoperability and communication between MMAF's internal traceability systems.

Participants at the Co-Design Workshop on Emerging eCDT Technology for Indonesian Fishery Supply Chains in Bogor, Indonesia

In collaboration with SALT and as a follow-up from the workshop, MDPI held a government-specific workshop to share the workshop findings and create a work plan for developing STELINA. The government representatives from MMAF and MDPI met on June 9, 2021 and consisted of 15 participants of which 12 were from MMAF. As a result, the 2021 – 2024 work plan for STELINA has now been adopted by MMAF. One of the first steps of the work plan is to prioritize the interoperability of the MMAF traceability system, and it will be followed by expanding interoperability to industry traceability systems.

In an effort to share this information with a broad audience, MDPI wrote an opinion piece on STELINA and the role of traceability for the opinion section of a local newspaper. Further, the workshop report in English and Bahasa Indonesia, with recommendations for traceability improvements and opportunities was disseminated to all participants and relevant stakeholders.

Breakout group and their seafood traceability system prototype at the workshop

COVID-19 Delays and Adaptations
Due to COVID-19, the workshop was moved 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.

3.3.4. General Communications

SALT, with added staff support from Hanae Matsui, maintained its general communication efforts to promote the website, develop noteworthy and professional materials for SALT's work, and exhibit a consistent presence on social media.

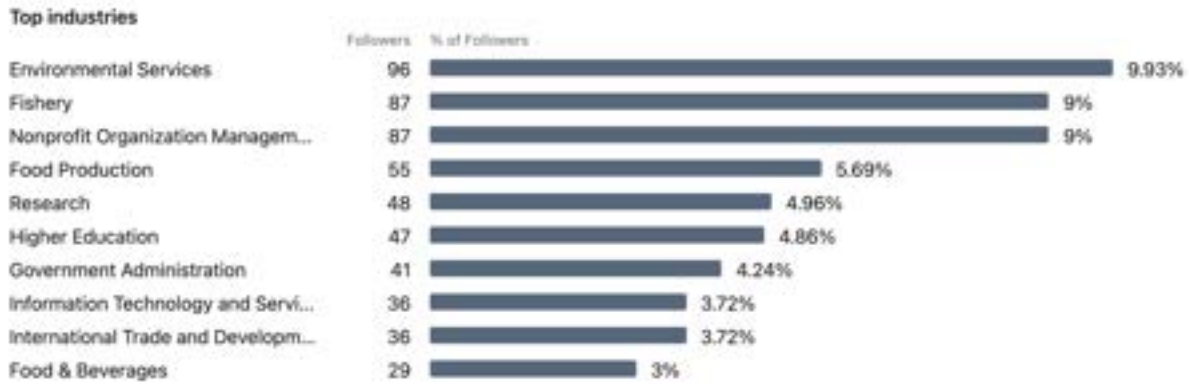
Social Media

SALT's primary goal for engaging in social media is to circulate and receive important reports, events, and other resources for groups who are working to solve problems plaguing traceability initiatives worldwide. To further these goals, SALT has maintained a consistent social media presence on LinkedIn and Twitter, where much of SALT's target audiences, industry, NGOs, and government are present. SALT's social media presence is cultivated by curating and producing

content at least five days per week on both platforms, resulting in a significant growth of followers and engagements.

For example, SALT added 313 followers on Twitter, and 400 new followers on LinkedIn. At the end of Year 4, the total followers reached 950 on Twitter and 1,002 on LinkedIn. SALT's social media post strictly followed the theme of eCDT, traceability, IUU fishing, and social responsibility in Year 4 to reach SALT's target audience rather than engaging with the broader sustainable seafood community. SALT saw an increase in followers from the Latin America region. Figure 16 shows the alignment between SALT's LinkedIn follower demographics and its target audience.

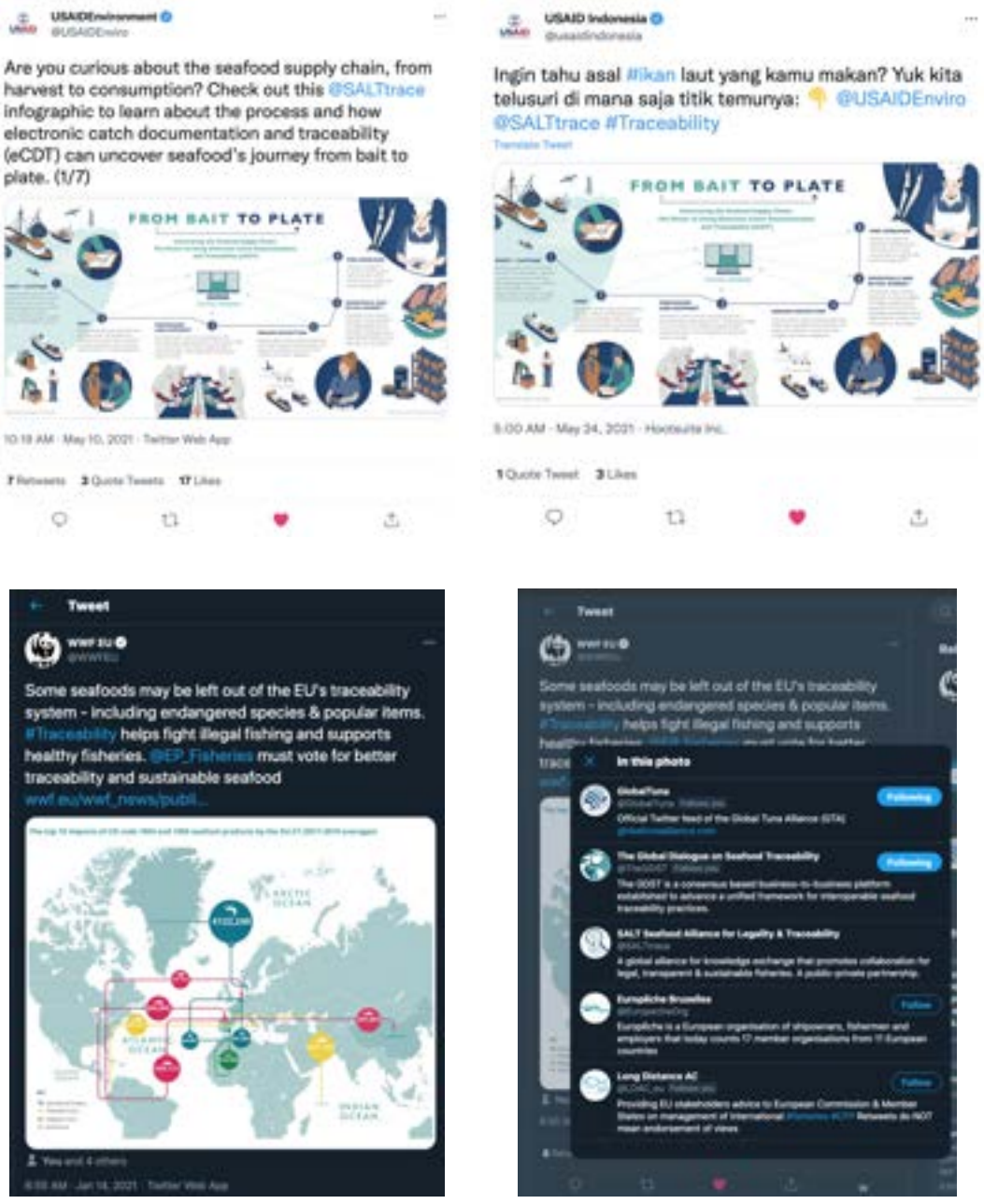
Figure 16: LinkedIn Followers by Industry (Top 10) (n = 1,002)



SALT has also continued to promote a LinkedIn group to support communication and connection within the SALT community. However, group participation remains relatively low at 96 members. With SALT's LinkedIn profile gaining more followers in Year 4, SALT will merge the community group's function into SALT's profile page and leverage external community groups to circulate critical information.

SALT's communication products were well received from the community as well. Both USAID Environment and USAID Indonesia featured SALT's "From Bait To Plate" infographic (Figure 17). Notably, USAID Environment created a series of seven Twitter posts to share the details of the infographic. WWF EU, with 33.8K followers on Twitter, tagged SALT on one of their posts as a key traceability effort. Additional social media successes are described in Table 4 below.

Figure 17: Key Engagement on Social Media



Top: USAID Environment and USAID Indonesia's tweet about "From Bait to Plate"
Bottom: WWF-EU's tweet about global seafood traceability initiatives

Table 4: Average Monthly SALT Social Media Metrics
October 2020 - September 2021

Twitter	
Posts (Does not include content SALT retweeted)	20
Retweets of SALT Content	23
Engagement (Includes clicks, likes, comments, retweets, and follows)	198
Engagement Rate (Calculated using impressions)	1.91%
Impressions (Number of times SALT content appears on a screen)	10,419
New Followers	26
Total Followers by end of Year 4	950
LinkedIn	
Posts	21
Shares for SALT Content	10
Engagement (Includes clicks, likes, comments, shares, and follows)	243
Engagement Rate (Calculated using impressions)	6.84%
Impressions (Number of times SALT content appears on a screen)	3,559
New Followers	33
Total Followers by end of Year 4	1,002

SALT's social media platforms also serve to drive traffic to additional seafood traceability content on the SALT website. For example, when promoting resources on social media, SALT intentionally links to the Dive Deeper database whenever possible to bring in more traffic, rather than linking to the original location of the resource. Overall, in Year 4, SALT social media has brought an additional 650 new users and accounted for about 7.8% of all website sessions.

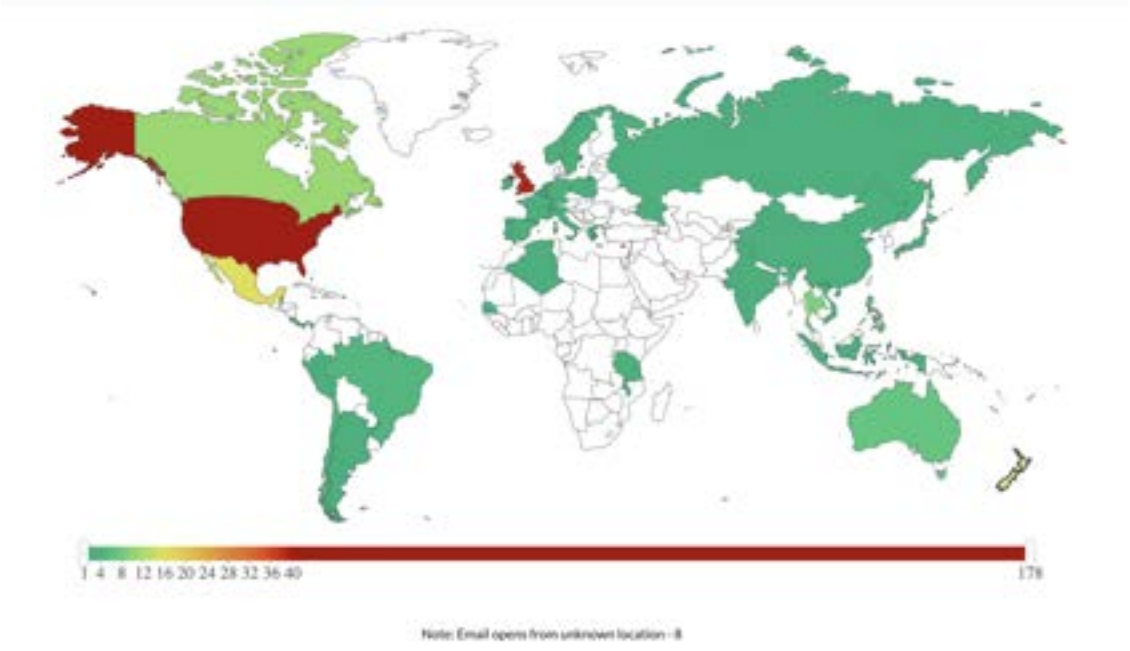
Due in part to the heavy visual focus and more general audience of Instagram, SALT has been less active on that platform, particularly since the team is not on the ground capturing imagery. However, the graphics produced during the year have provided SALT with a library of evergreen content. It continues to be used during campaigns and specific promotions.

Newsletter

SALT disseminated a monthly series of newsletters to the SALT community, which include links to the SALT website and spotlight upcoming community events, projects, resources, news, and imagery. SALT has a quarterly newsletter, *The SALT Shaker*, and the *SALT 'Site Roundup*, to share SALT's work with more consistency and focus on additions to the SALT website. The quarterly newsletter focuses on work from SALT's partners and the community. SALT also has an automatic confirmation email welcoming new subscribers to the SALT community. The welcome email includes invitations to get involved with the SALT community including joining the LinkedIn community group, submitting a resource for the Dive Deeper Library, or entering their traceability project for the Seascape Map.

The newsletters are well received by the SALT community. The number of subscribers has grown steadily from 880 subscribers in October 2020 to 949 in September 2021 from 63 countries (Figure 18). The quarterly newsletter boasts an average unique open rate of about 21.4% with the monthly updates slightly lower at 15.6%. The average unique click rates are about 5.3% for the quarterly updates and about 4.3% for the monthly updates. For reference, according to Mailchimp[4], the average open and click rates across all industries are 21.33% and 2.62% respectively. The number of SALT subscribers engaging with the newsletters helps to drive traffic to more resources on the SALT website, and supports exploration of seafood traceability work.

Figure 18: Open by Location:September2021 (n = 949)



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

Community Collaborations

SALT had many opportunities for cross-promotion, a win-win for SALT and its partners. One such example is USAID, who promoted SALT in a technical series on organized crime, as well as through stories and social media. In addition, SALT updated the SALT project page, participated in a story about co-creation of SALT, and was profiled in a forthcoming evaluation of private sector engagement in USAID biodiversity programming. In addition, SALT collaborated more heavily with the Roadmap for Improving Seafood Ethics (RISE), a project of FishWise, to promote the launch of their revamped website and to cross-promote SALT's projects in newsletters, social media, and presentations. SALT also worked in conjunction with SAFET to promote the event staff co-led and subsequent blogs.

Other outlets such as Future of Fish, who also mention SALT on their website, helped promote SALT's events and stories in their newsletters. SALT also shared and contributed to more women's organizations such as Seafood and Gender Equality (SAGE) for one of their photo contests.

Multimedia Projects

SALT continued working with a graphic designer to create multimedia projects to help explain complex concepts and enhance specific stories and the SALT website. Those projects included simple promotional graphics for the newsletter and reports as well as informational graphics to engage social media followers in discussions around key topics including seafood traceability, IUU fishing, human rights, and electronic monitoring. These graphics were turned into moving gifs/videos, and some were translated into Spanish, too.

Support for other projects listed elsewhere in this report include walk-through videos for the Principles and animated videos in English and Spanish, all hosted on SALT's YouTube channel. Adding to the variety of media formats, was the Dash of SALT podcast and interactive Tuna Supply Chain, which involved input and expertise from the traceability and social responsibility teams at FishWise. SALT also experimented with new layouts for the blogs and worked on embedding stories from elsewhere, and doing more Q&As with individuals in the community, all of which generated positive feedback. In addition, a basic one-pager for SALT and the Comprehensive Principles were also produced, along with a visually aesthetic pitch deck for presentations.

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

This Key Result is driven primarily by SALT's second strategic approach, Knowledge for Action, and is supported by SALT's third strategic approach, Communication & Information Management. This Key Result and associated indicators encompass a large portion of SALT's work, covering everything from event facilitation and presentation to creating resources targeted to fill the specific needs of the SALT community.

3.4.1. Stakeholder-Specific Cases for Traceability Developed and Shared

Indicator	Target	Result
4.1) # of stakeholder-specific cases for traceability developed and shared	LOP: 2	Year 4: 2 LOP: 3

Understanding the benefits of comprehensive eCDT is important to increasing its adoption. In Year 4, SALT continued to collaborate with small grantee Future of Fish and Helen Packer of the World Benchmarking Alliance to create a Comprehensive eCDT Benefits Evaluation Framework. Seafood producing country governments are the audience for the Framework. The purpose of the Evaluation Framework is to provide comprehensive eCDT practitioners with metrics and tools to evaluate the ecological, social, and economic benefits of their unique wild capture fisheries eCDT systems.

In Year 4, Future of Fish conducted research to develop the first draft of the Evaluation Framework and accompanying user Guide. During the research phase, Future of Fish conducted interviews and research within and outside the seafood sector to identify the benefits that manifest in traceability systems, especially in government applications.

That research led to the first prototype of the Evaluation Framework and user Guide, which Future of Fish shared with eCDT experts to solicit feedback. Next, an internal learning event was held for SALT and FishWise staff to provide feedback for the next prototype revision and update. Upon incorporating feedback from the first two iterative design phases into the Evaluation Framework, a broader learning event for industry, government, and social responsibility experts was organized and facilitated by Future of Fish. Based on feedback from the external learning event, a final Evaluation Framework and user Guide, Prototype 3, was

developed. This prototype is a starting point to help support more robust monitoring and evaluation of the benefits that manifest in traceability systems, and will be greatly improved by future testing in the field under upcoming application efforts by SALT in Year 5 and 6. The current iteration of the Evaluation Framework and the user Guide will be linked to the SALT Pathway to fill a current knowledge gap.

In addition to a final prototype ready for field testing, there are a few high-level findings from the research and design of the Evaluation Framework. Through the systematic process of unpacking benefits from traceability systems, SALT learned that eCDT systems generate both direct and indirect benefits. Direct benefits are limited to improved data quality, improved data access, and improved timeliness. Indirect benefits include increased data analysis and reporting, which then pave the way for benefits related to improved strategic decision-making, and set up the conditions for improved management or business performance. These latter benefits are where one sees increased biomass, reduced IUU fishing, reduced operational costs, and increased market access. It is important to note that each benefit is dependent on successfully realizing the prior benefits. Therefore, while reduced IUU fishing and increased market access benefits are often the overarching goal of business or government agencies, they cannot be realized without first ensuring the successful generation of conditions including improved timelines, increased data analysis and reporting, etc.

Another major takeaway from the study is that all of the 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. Designing a robust data governance system is critical to effectively use the data generated by eCDT for management, enforcement, or market purposes. As noted in other sectors: technology itself only generates the data; it does not dictate how to use that data to inform best practices.

Finally, SALT learned end-to-end traceability and eCDT pilots to date have generated limited hard evidence of the existence of potential ecological, social, and economic benefits that the systems should theoretically manifest. This is likely due to three important factors: 1) many of these case studies remain nascent, and the timeframe for different benefits to manifest has simply not be reached, 2) governance structures to apply the data generated by eCDT are not in place, and 3) robust monitoring and evaluation programs are not included in the pilots' design. The first factor can be addressed in time. The second factor is reliant on the programming to improve structure and capacity to make the most of data capturing systems. The third factor can be addressed through the application of the Evaluation Framework in the design of traceability systems.

In Year 4, Future of Fish completed the following deliverables with technical support from SALT:

- Authored regular updates for the SALT community on Future of Fish's progress, including key takeaways, failures, and accomplishments.
- Submitted Prototype 1: Evaluation Framework: Tracking & Evaluating the Benefits of eCDT Systems.
- Submitted Prototype 2: Evaluation Framework: Tracking & Evaluating the Benefits of eCDT Systems.
- Facilitated a convening to present the Evaluation Framework to garner feedback from industry, government, and social responsibility experts.
- Authored one thought piece for an external publication, currently an opinion piece on the high-level takeaways from the Evaluation Framework creation. Currently, in discussion with Seafood Source for publication.
- A final, prototype 3, customized Evaluation Framework: Tracking & Evaluating the Benefits of eCDT Systems to guide seafood producing country governments through the process of defining, collecting, calculating, and communicating ecological, social, and economic benefits of eCDT implementation for fisheries supply chains was submitted to SALT with an accompanying user guide.

In addition, SALT launched the Comprehensive Principles and Pathway (see section 3.5. for more information) in Year 4 that compiled resources on the potential benefits traceability programs would yield. Additionally, within the Benefits Framework, SALT encouraged stakeholders to consider and include potential ecological, social, and economic benefit analyses.

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

Indicator	Target	Result
4.2) # of produced and shared materials linked to human and labor rights for eCDT	LOP: 2	Year 4: 1 LOP: 3

Expert consultants Judy Gearhart and Rainer Braun were hired to review the Principles and develop additional guidance related to social key data elements (KDEs). During the process of consulting with SALT, Gearhart and Braun produced an analysis of ecological, legality, and traceability KDEs with recommendations for which can also be utilized to advance social responsibility goals and shared the findings with SALT via a report and webinar with the SALT

community. The recording of the webinar was viewed 147 times on YouTube. For more information about this webinar, see section 3.4.3.

The analysis found that the process of implementing traceability and collecting data is most useful when it leads to the action of intervention, such as triggering inspections or supporting outreach to fishers. As such, many KDEs currently collected can be utilized for these implementation goals (as opposed to a wide expansion of KDEs with limited implementation associated with data collection).

The following KDEs were identified as having a high importance for assessing human rights risks:

- Trade union presence at port
- Accessible grievance mechanism
- Legal support in fisher's language
- Fisher time at sea
- Fisher time at port
- Wages paid and amount received by worker
- Rest hours
- Safety inspections
- Accidents, illness, fatalities
- Captain ID
- Catch quantity
- Worker understanding and control over contract
- Incidents of physical punishment/harassment

Due to the degree of interest in the webinar—as well as the lack of alignment within the seafood community regarding social KDEs—SALT will continue to move this work forward in Year 5 to meet a critical gap and need in the seafood community. This work will continue through two means:

1. Consultative meetings and dialogue with human rights organizations (trade unions, civil society organizations, other NGOs) to review and revise the preliminary report provided by the consultants in order strengthen the findings and recommendations.
2. Final public deliverable based on the initial consultant report and revisions that occurred as a result of the consultative process with human rights organizations.

3.4.3. Relevant Sessions That SALT Facilitated or Presented at Global Meetings

Indicator	Target	Result
4.3) # of relevant sessions at global meetings that SALT facilitated or presented at that advance a comprehensive focus on eCDT *(disaggregated by social/economic/ecological sessions)*	LOP: 14	Year 4: 12 LOP: 27

The shift to virtual events as a result of the global COVID-19 pandemic have allowed the team to facilitate and present at a more diverse set of conferences and a wider range of events. Where possible, below SALT has disaggregated the global meetings according to the event's or event's audience's ecological, social, or economic focus.

Social

Conservation International and Social Responsibility Co-Hosted Event

In October 2020, SALT began to scope areas of engagement in Ecuador as part of the Latin America and Caribbean (LAC) work plan. In addition to USAID Mission contacts within the region, colleagues from Conservation International working in Galapagos tuna fisheries joined a series of calls to discuss how SALT might support traceability work in the region. During these calls questions around the connection between illegal fishing and forced labor were raised. To address this topic of interest and learn more about the work Conservation International is doing in the region, SALT facilitated a webinar for USAID Mission staff in LAC. On February 10th, 2021, human rights experts from Conservation International and FishWise presented on existing tools and resources to support human rights and combat forced labor in the region. During the call, FishWise discussed the importance of the foundations of socially responsible seafood (responsible recruitment, decent work at sea, worker engagement) as identified through the RISE platform. Building off the RISE work, FIshWise also shared how traceability and data is integral to building comprehensive sustainability in seafood. This comprehensive sustainability is supported by the eCDT principles as well as KDEs that are important for social responsibility and environmental sustainability.

Using Seafood Supply Chain Data to Identify Human Rights Risks

To provide guidance and feedback on more thoroughly incorporating social responsibility into the Principles, SALT contracted two social responsibility experts: Judy Gearhart, previous

executive director of the International Labor Rights Forum (ILRF), and Rainer Braun, a professor at Columbia University's School of International and Public Affairs. They conducted interviews with eight experts on labor rights and human rights, and identified recommendations for how SALT can strengthen social inclusion in the Comprehensive Principles and Pathway. In Year 3 and early Year 4, the Principles Consultative Committee had many rich conversations about how to best include social responsibility elements into the guidance for comprehensive eCDT programs. To address this ongoing conversation and contribute additional perspectives from experts in this space, Judy and Rainer presented their research and insight in April 2021. There were 78 attendees at this meeting and a lively discussion. Stakeholders were eager to continue the conversation, and SALT plans to produce a resource based on the consultants' findings and recommendations (for more information, see section 3.5.6.).

Ecological

Seafood Traceability: Exploring Programs From Design to Implementation

This NOAA Fisheries, Henry L. Stimson Center, and the World Wildlife Fund workshop brought together more than 70 practitioners and technical experts across government, industry, and conservation stakeholders to discuss the establishment, management, and implementation of seafood traceability programs around the world. USAID presented the principles on behalf of SALT. Sessions on pertinent seafood traceability issues included:

- Lessons learned from establishing seafood traceability programs
- Best practices, innovations, and challenges
- Compliance and enforcement
- Data management and sharing
- Global capacity building

Economic

World Oceans Summit

SALT sponsored the World Ocean Summit and spoke in a session, "Fishing: Innovative technologies to speed up the transition to a sustainable fishing industry." The session covered how traceability technology benefits fisheries and their products as they move through the supply chain. Advanced technologies and tools empower fisheries of all sizes to make well-informed decisions and increase the sustainability of their operations. The speakers in this session outlined the impact new technologies and data-driven decision-making can have on recording, reporting, monitoring, and tracking, and the benefits for fisheries and their products as they move through the supply chain. The SALT Chief of Party was also invited to speak for

the live fisheries Q&A on the first day. When meeting with the marketing team on March 23rd, the live event had 380 live views, and the Q&A had 609 views. However, many were still logging in to see the video on demand, and some videos were not yet uploaded to YouTube, one being the live Q&A featuring SALT. Over 8,000 people registered for the Summit.

Jenny Barker, SALT Chief of Party, presenting at the virtual World Ocean Summit

Bluetide Caribbean Summit

The Bluetide Caribbean Summit was held August 4-6 and brought together globally recognized experts in island community resilience, ocean and renewable energy, public-private partnerships, marine sciences, and banking and financial instruments to identify opportunities for competitive advantage in commercial and conservation activities in the marine ecosystem of Puerto Rico and the Caribbean. The event was attended by the Governors of Puerto Rico and the U.S. Virgin Islands, Secretary Manuel Cidre of the Puerto Rico Department of Commerce and Economic Development (DDEC), Deputy Secretary Don Graves of the U.S. Department of Commerce, and others. SALT presented in the Fisheries and Mariculture track on the Comprehensive Traceability Principles and the benefits of traceability.

As the first blue economy international hybrid event held in the region, approximately 250 people attended in person and 120 attended virtually. The Strategic Implementation Plan for Catalyzing a Blue Economy in the U.S. Caribbean (SIP) was unveiled by Tetra Tech at the keynote speakers address on August 5th. The Summit's five plenary and eight breakout sessions offered a unique platform for businesses, non-profit organizations, and governments to hear directly from experts about the industries highlighted in the SIP that offer strategic potential for ocean economy development. The Summit website features links to the recorded sessions.

FAO Blue Ports Event

In June, SALT presented the Principles at the third meeting of the Blue Ports Initiative with more than 70 participants. The initiative is coordinated by FAO in recognition of the importance of the sustainable and inclusive marine economies. This positions Blue Fishing Ports as HUBs for regional, national, and local sustainable development in terms of value creation within ecological, social, and economic dimensions. The formulation of the Blue Ports Project went through a participatory process intended to finalize in 2021. This process included two workshops, bilateral meetings, and collaborative review of drafts. After having received several expressions of interest and inputs from more than 15 ports authorities, fisheries sector administration, and international and multilateral organizations, a third workshop was launched to finalize the formulation of the Project and its implementation.

In parallel to the workshop, SALT is expected to reinforce some of the components of the Blue Ports Project, mainly those related to the use of tools such as traceability.

Comprehensive Focus

Traceability Traps and Triumphs - SAFET

The 4th Session of the Seafood and Fisheries Emerging Technologies (SAFET) virtual conference was held on February 18th, 2021 and co-hosted by SALT. SALT brought together a total of 140 seafood producing government officials, industry, and NGO partners to discuss how some countries are beginning to use a range of traceability technologies to capture data electronically and illuminate their supply chain. SALT also introduced the newly created electronic traceability Principles, with help from the keynote speaker, Sara Lewis, Traceability Division Director at FishWise.

Representatives from two seafood producing country governments—Director General Artati Widiarti, Ministry of Marine Affairs and Fisheries (MMAF) from Indonesia and Dr. Kanit, Director of the Royal Thai Government Department of Fisheries in Thailand—and their partners joined this session to share traceability challenges they faced on harnessing the power of data within traceability systems to achieve interoperability and transparency, respectively. Director General Artati joined the discussion with Janti Djuari, Chairwoman of AP2HI that was moderated by Farid Maruf, SALT Traceability Expert. Director General Artati and Ms. Djuari shared the traps and ultimate triumph of sharing information between the government and private sector's seafood traceability systems.

Top left to right: Farid Maruf, SALT Traceability Expert; Janit Djuari, Chairwomen of AP2HI; and Director General Artati of the Ministry of Marine Affairs and Fisheries

Dr. Kanit joined Bradley Soule, Director of Intelligence and Co-founder of OceanMind in Oxford, United Kingdom for a discussion also moderated by Farid Maruf. As a signatory to the Agreement of Port States Measures (PSMA), Thailand is on the hook to make sure the fish coming through their ports are legal and sustainable. Dr. Kanit pointed out the challenges in keeping IUU-related products and other non-compliant products out of Thailand.

Both videos were pre-recorded and edited by SALT for the actual event. SALT also co-wrote a blog with SAFET that expounds on each of the presentations.

Top left to right: Farid Maruf, Traceability Expert; Dr. Kanit, Director of the Royal Thai Government Department of Fisheries in Bangkok; Bradley Soule, Director of Intelligence and Co-founder of OceanMind

Comprehensive Traceability Principles Launch Event

SALT held two webinars for the global seafood community, on February 25th and March 1st 2021, to promote the launch of the Comprehensive eCDT Principles and Pathway. There were 58 members of the SALT community that attended the launch webinars from 40 different organizations. SALT hosted two webinars at different times to accommodate varying time zones, and it appears that effort paid off as attendees came from 16 different countries across the globe. The following seafood producing countries were represented: Brazil, Indonesia, Mexico, Peru, and Tanzania. For more information on the Comprehensive Principles or the Launch roll-out strategy, see section 3.5.8.

EDF - LAC Presentation

On July 22nd, SALT participated in a Seafood and Fisheries Emerging Technologies (SAFET) panel hosted by EDF, "Dialogos de tecnología para pesquerías en América Latina", to share the Principles and Pathway for the first time in Spanish. The virtual panel was part of a three-part series aimed at sharing experiences around fisheries technological innovation in the Latin American region. There were 195 registrants and 114 participants with government participation from Mexico, Peru, and Chile. A recording of the presentation can be found on the SAFET events webpage.

World Fisheries Congress

SALT submitted an abstract for the World Fisheries Congress. SALT was accepted for an on-demand presentation at the World Fisheries Congress 2021 (WFC2021). The on-demand presentation was available via the Virtual Congress Platform.

Spanish Principles Presentation

On September 23rd, SALT hosted a webinar titled "Principios de trazabilidad de marisco: Aumentar cadenas de suministro sostenibles y tranparentes en América Latina" to promote the Comprehensive Principles and Pathway with SALT's growing Latin America and Caribbean audience and to raise awareness of SALT's upcoming November workshop for the LAC region. More than 80 stakeholders from governments, industry, and NGOs throughout the Latin America and the Caribbean region participated. This webinar was a lead-in to a larger Latin America and Caribbean traceability learning event that SALT will host in November. There were 167 registrants and 83 attendees. 41 attendees completed the survey, and nearly all of them (n=40) were interested in attending the upcoming November event. This event also helped to significantly expand SALT's network in the LAC region, as approximately 75% of the attendees (n=62) had not yet been a part of the SALT community. A recording of this presentation can be found on the SALT YouTube channel.

High Level Panel on Oceans

In July, FishWise was invited to present on SALT and RISE to the UN's High Level Panel on Oceans with four other organizations. After presenting to panel managers, SALT was invited to speak more deeply about the work with two committees, Blue Food and Emerging Ocean Equity Action Coalition.

Table 5: SALT Hosted (H), or Presented (P) in External Presentations

External Event	Date	Location	H	P
SALT Coordination & Advisory Committee Meetings	October 2020 February 2021 March 2020 April 2020 August 2020	Virtual	X	
Conservation International and Social Responsibility Co-Hosted Event	February 2021	Virtual	X	
Using Seafood Supply Chain Data to Identify Human Rights Risks	April 2021	Virtual	X	
Seafood Traceability: Exploring Programs From Design to Implementation	September 2021	Virtual		X
World Oceans Summit	March 2021	Virtual		X
Bluetide Caribbean Summit	August 2021	Hybrid (Attended virtually)		X
Traceability Traps and Triumphs - SAFET	February 2021	Virtual		X
Comprehensive Traceability Principles Launch Event	February & March 2021	Virtual	X	
FAO Blue Ports	June 2021	Virtual		X
EDF - LAC Presentation	July 2021	Virtual		X
World Fisheries Congress	September 2021	Virtual		X
Spanish Principles Presentation	September 2021	Virtual	X	
High Level Panel on Oceans	July 2021	Virtual		X

COVID-19 Delays and Adaptations

When the COVID-19 pandemic progressed around the globe, it made in-person meetings

impossible. As a result, the team pivoted to solely virtual meetings.

3.4.4. Produced and Shared Knowledge Products

Indicator	Target	Result
4.4) # of produced and shared knowledge products that support learnings around or action toward comprehensive eCDT (disaggregated by regional/global focus and product type)	LOP: 30	Year 4: 14 LOP: 22

Report and Resource Page: Comprehensive Import Regulation Guide to Major Market States (US, EU, and Japan)

To provide producer countries and their governments with a guide of current import regulations and legal requirements (with respect to ecological, social, and economic aspects) from the three major market states—EU, Japan, and the U.S.—SALT created the Seafood Import Regulation Guide. This guide serves as a one-stop-shop for all legal requirements for export markets, as well as a reference for governments seeking to enact their Catch Documentation Scheme or eCDT program.

The research was conducted by SALT and FishWise colleagues, with support from external experts such as The Nature Conservancy (EU), Anti-IUU Forum Japan, and The Environmental Justice Foundation. The executive report provides a high-level summary of current import regulations and legal requirements, while the resource page offers in-depth information on each regulation, such as managing agency, target species, data requirements, essential forms, and links to useful resources. Since most of the information on Japan's requirements is only available in Japanese, SALT translated some of the key information for the audience, such as the navigation chart.

While seafood consuming countries are increasingly turning to import control and catch documentation schemes, there is a lack of legal frameworks to ensure the social responsibility component of the seafood products. SALT plans to continue monitoring import regulations of these major markets and updating this resource.

Blog: Traceability Across Sectors: Lessons Learned Synthesis

In order to unveil commonalities between seafood and other globally traded commodities, SALT researched coco, palm oil, mineral, and cotton supply chains and presented resources and cross sector learnings in a Story Hub blog. This blog was a compilation of research carried out by SALT, FishWise colleagues, and SALT contractor, Janey Sellars. Research involved looking at different case studies and initiatives in these dynamic, traditionally opaque supply chains in order to pull out common themes that can inform the seafood sector. The scope of this project expanded beyond supply chain traceability to include the importance of transparency as well. One of the leading challenges in seafood is the opaque supply chains, and traceability alone cannot shed light on the sustainability and legality of a seafood product. The research concluded that traceability can be translated into improved transparency with the use of cutting edge technology, verification, multi-stakeholder collaboration, appropriate governance, and public reporting. Interestingly, many of the themes discovered in the cross sector research resonated with the Comprehensive Traceability Principles. This demonstrates that the challenges the seafood sector faces are not exceptional to the challenges of other global, complex supply chains. Cross sector learning is crucial and may be easier to translate than sectors once thought.

Blog: Unpacking the Blockchain: A Seafood Perspective on Blockchain Technology

In 2020, FAO released a new report discussing blockchain technology and its potential and challenges for aiding seafood traceability. Previously, there had been limited resources explaining how blockchain technology can be adapted for seafood traceability, and this report included detailed information and recommendations. SALT took this opportunity to highlight main conclusions from the FAO report, paired with introductory information about blockchain and curated resources to help industry determine whether blockchain is the right solution for their business. To complete this blog, SALT communicated with blockchain technology providers and Francisco Blaha, an author of the FAO report, to confirm the statements and conclusions. The blog was the second most visited Story Hub publication with 256 views.

Blog: The Truth About Electronic Traceability: Lessons Learned from Working with the Seafood Industry

FishWise colleagues work directly with industry partners to implement electronic traceability, and lessons learned from this experience were shared in a Conservation Alliance for Seafood Solutions webinar. After seeing the positive feedback and interest from the community to learn about FishWise's experience, FishWise colleagues wrote a SALT blog summarizing their learnings to share with SALT's global network. This blog, published December 2020, has received the highest number of views of SALT year 4 Story Hub additions with 332 unique page

views. This demonstrates the importance of SALT as a platform to share experiences and lessons learned, especially those relating to industry adopting electronic traceability.

Interactive Infographic: Tuna Supply Chain

SALT designed an interactive tuna supply chain infographic on the SALT website as a visual resource for viewers to follow a convoluted global supply chain from harvest to import. It highlights the most important events where data transfers occur as the seafood moves from where it is harvested to where it is sold. The graphic illustrates six supply chain steps that light up a "good" versus "bad" path, where illegal fish may be mixed in with legal fish. Each step has a clickable toolbar of icons to help users understand 1) the risks at each node of product transfer, 2) KDEs collected electronically to increase the transparency of seafood products (and reduce risk), 3) questions that seafood buyers can ask to better understand seafood's origin, and 4) additional resources that focus on ecologically sustainable and socially responsible tuna supply chains.

SALT focused on tuna because FishWise has internal expertise in this area, it is a hot button issue, it is demonstrative of risks to humans, and it is a fishery that electronic traceability could benefit. The purpose of the supply chain infographic is threefold: 1) to demonstrate the complexity of data transfer along the supply chain—where it can be shared or lost, 2) to highlight areas of risk for illegal and unethical practices when activities are unmonitored, and 3) to be solutions-oriented and share traceability resources such as the new GDST data standards that improve supply chain transparency and mitigate risks. Some of the complexities that were highlighted include: understanding the regulations for landing in a port with Port State Measures Agreement (PSMA) vs. one without PSMA and visualizing how instances of transshipment or illegal fishing create challenges for traceability. What's presented is not actual data, but based on typical scenarios for the seafood. This project helps to highlight specific traceability initiatives housed within the Seascape Map to illustrate the value of eCDT systems in practice.

Weaving additional layers and popups would make it challenging for the viewer to navigate, so the team wove in social responsibility resources into the graphic, which can be continuously updated to bring in new material on the subject. Additional resources can be added at the bottom or to the pop up boxes. Furthermore, there may not be sufficient information to fill out for a layer tracing humans as it's still a nascent subject. But exploratory conversations with the social responsibility team and SALT will continue as SALT learns how the graphic is and could be used.

Story Map: Philippines eCDT System

In Year 3, SALT attended the close-out event for the USAID Oceans and Fisheries Partnership's (USAID Oceans) learning site in the Philippines to capture knowledge and lessons learned from this pilot. SALT worked to distill and synthesize key takeaways from the interviews conducted while on site, particularly around lessons learned from the unique approach of the top-down traceability program. SALT aimed to create a story that would be useful for eCDT implementers to learn from the challenges and triumphs that occurred in the Philippines. To share these key learnings in a compelling and innovative nature, SALT leveraged the ArcGIS Story Maps software which combines scrolling website features with full-screen multimedia capabilities. SALT published the story, titled "Innovating Electronic Seafood Traceability: How the Philippines Became a Leader in Digitally Tracking Tuna," which highlighted the background of the program creation, the process for stakeholder engagement, how the technology was selected and the software designed, the execution of the pilot, benefits gained by businesses and fishers, and what the next steps are for the program. This multimedia story was viewed 177 times (104 times via the website, and 63 clicks to the link on social media).

COVID-19 Delays and Adaptations

SALT was unable to publish this story as early in Year 4 as initially intended. Within the story, SALT quoted a representative from a trade association. Due to COVID-related measures at the ports, the trade associate was heavily delayed in approving the use of their quotations.

Dash of SALT Podcast: Social Responsibility Within Seafood Traceability

SALT lined up more interviews for its podcast, A Dash of SALT, which launched in September 2021, seeing promotions also by RISE and FishWise. Remote interviews were required due to COVID-19, and a backlog of a few interviews were needed before releasing the first episode to avoid big gaps between the initial installment, though given staff capacity the idea is for a quarterly podcast. The initial idea was to center short conversations around social responsibility where SALT saw a need for effectively connecting the dots between seafood traceability and work done to increase transparency with seafood workers. SALT's Social Responsibility consultants, Judy Gearhart and Rainer Braun, were also interviewed to give insight into the collaboration needed to work effectively on human and labor rights. SALT confirmed a forthcoming interview with Francisco Blaha to discuss the government's role in enforcing standards for worker rights.

Review Article: U.S. Retail Traceability Trends

The goal of this novel knowledge product is to leverage FishWise's experience and expertise with industry, specifically U.S. retailers. However, the Review Article has now been separated into a Phase I and Phase II due to several adjustments to the originally proposed project and will be published in SALT's year 5. The methodology needed to be altered due to limitations with Nondisclosure Agreements (NDAs) between FishWise and industry partners. This required SALT to spend more time on research and development than originally expected. Although SALT was not able to use specific data from partnerships, SALT used past FishWise reports and verification exercises to describe the progress of traceability and uncover trends. To inform traceability trends, FishWise retail recommendations were anonymized and aggregated by year and analyzed using word clouds. Words in each annual cloud were highlighted based on novelty or importance to progress in traceability. Additionally, to gather U.S. retail perspectives and improve the robustness of the article, SALT designed a short survey to ask about past accomplishments, challenges, current traceability practices, and future priorities. The survey is designed to maintain confidentiality of its respondents. However, securing industry time to respond to the survey has proved to be a challenge. Amongst all the supply chain challenges posed in 2021, the survey is not their top priority. Preliminary results show interesting findings, but SALT wants more industry input (higher sample size) in order to be able to appropriately characterize U.S. retailers. Phase I resulted in a draft submitted to USAID, which includes the findings from the FishWise recommendation analysis, preliminary findings from the survey, and information from past reports and publications.

In Phase II (SALT's Year 5), SALT will focus on promoting the survey and reach out to SALT's contacts to increase the survey sample size. Additionally, future priorities for U.S. retailers will be described with special consideration to comprehensive traceability: the challenges of implementing traceability for social indicators, the need for verification and interoperability, and importance of transparency. With these results, the Review Article will be finalized, including graphics, and designed to be published on the SALT website. This is a unique product that directly leverages the U.S. retail industry traceability experience, and required more time to adequately describe the traceability trends while navigating NDA limitations.

COVID-19 Delays and Adaptations

SALT was able to do an initial iteration of this piece but was challenged by low response to survey data to support information for the piece. SALT will pursue additional avenues to get the data required for the article. In addition, the SALT team intends to develop an infographic to tell the trends story which was not part of the original scope delaying the release.

Blogs: Tracking eCDT Efforts in Philippines & Belize

Philippines

Across the seafood sector, there are countless ongoing traceability pilots. However, case studies and recommendations on tested approaches to scaling traceability systems are largely absent. To address this gap, SALT reached out to government stakeholders that had been involved in the USAID Oceans pilot project in the Philippines to learn how they had addressed the loss of continuous financial and technical support. SALT also followed up with the organizations providing support to the project (i.e. FishRight, Futuristic Aviation and Maritime Enterprises, Inc.). SALT reached out to nine stakeholders total, but even with persistent communication attempts SALT was only able to speak in-depth over zoom with two stakeholders—the CEO of the catch documentation technology company and a representative from an NGO partner. However, three government officials did respond briefly over email.

SALT inquired about the status of the traceability program and found that there were no developments or expansions to the eCDT system, although the catch documentation technology has been improved as a result of its continued other partners and projects. The most significant takeaway from these conversations was that the pandemic had significantly influenced the operations and development of the traceability program, from impeding travel and making transponder installation difficult to placing some of the gender in fisheries work on hold. In Year 5, SALT intends to follow up with these same stakeholders to determine if any progress has been made.

COVID-19 Delays and Adaptations

Unfortunately, the influence of the pandemic makes it difficult to extrapolate or glean lessons about scaling or maintenance from this pilot. SALT will follow up with these connections in Year 5 to determine if there are any new insights to share with the global community.

Belize

Though COVID-19 really stalled the work on the lobster traceability project in Belize, ~70% of the lobster landed is now involved in a traceability pilot and also in a Fishery Improvement Program (FIP). The progress made in the Belize lobster fishery on traceability now involves the two lobster cooperatives (co-ops), National and Northern, which account for nearly 70% of the country's lobster that retailers like Red Lobster and Costco purchase. While co-designing the FIP, which came after the traceability pilot, The Nature Conservancy (TNC) managed to convince the second co-op of the value of traceability, not only to improve operational efficiencies, but to also improve fisheries management and secure a premium price for a product harvested sustainably. The Nature Conservancy collaborated with ThisFish, Future of Fish, and Vericatch to create a nearly complete verified traceability system (with VMS data) that allows landing data to be fed directly into the Belize Department of Fisheries database with the click of

a button (and the Storied fish to reach the customer through a QR code). TNC pitched ideas to the buyers to convince them to invest in these FIPS, and Red Lobster and Costco complied. Now, the focus is on funding the last bits of work to connect a full chain bait-to-plate pilot that informs real time fisheries management, and empowers the fishers through data ownership. SALT started discussions with TNC on what portion SALT could fund to help connect the dots. Thoughts were to fund the application programming interface needed to help visualize the data to inform managers and assist fishermen in understanding what their data shows. SALT also invited TNC and a Belize government official to present as panelists for the November LAC event. SALT will continue to follow and support the progress of this traceability project, to broadcast further their success with the LAC region.

COVID-19 Delays and Adaptations

The pandemic caused a massive set back to not only Belize's Department of Fisheries that witnessed its budget slashed in half and illegal fishing activity increase, but also the fishers who weathered a huge drop in lobster demand (lobster tail prices went from $35/lb. to $12/lb.). In addition, funding to fully integrate traceability into the second co-op disappeared as projects closed before money could be spent during the pandemic, resulting in a scramble to find other funding.

Thought Piece: COVID-19 Disruption: What Will Stick? Case Study of Seafood Traceability in Southeast Asia & the Pacific

The COVID-19 pandemic has adversely impacted the seafood industry, making this a critical moment to leverage opportunities to build transparent, data-driven seafood supply chains while mitigating unintended negative consequences from the pandemic. SALT hired a Traceability Expert to research the impacts of COVID-19 on traceability in South and Southeast Asia.

The Traceability Advisor began researching through a desk review, interviews, and participation in webinars on COVID-19. The research aimed to identify and analyze the challenges and opportunities for seafood traceability systems as a result of the COVID-19 pandemic. The research was used to inform a thought piece and accompanying infographic that highlights the scope of disruption COVID-19 caused to seafood supply chains and the drivers it uncovered for increasing the uptake of electronic traceability.

Producer country governments and industry rapidly deployed strategies in response to the rapid decline in the market, economic shock to fishery communities, and lack of IUU fishing enforcement. The report summarizes three strategies that will likely endure long after the pandemic—reliance on the digital market, acceleration of the digital economy, and governments

digital transformation. At the end of Year 4, SALT disseminated the final thought piece and graphic through the Story Hub and Dive Deeper, sharing the research results broadly with the SALT community.

Videos and Webinar Recordings

Of the events that SALT conducted in Year 4, the team identified which would positively serve the community as webinar recordings. Ultimately, the team posted two of the webinars (i.e., 'Using Seafood Supply Chain Data to Identify Human Rights Risks' and 'New Principles for creating electronic traceability systems to address people and planet') to YouTube and Dive Deeper, where they have been viewed over 180 times total.

SALT also created a short, three-minute animated video using Toonly to promote and raise awareness of the Comprehensive Principles and Pathway. This video has been viewed over 120 times on Youtube.

Other Knowledge Products

In Year 4, SALT also created two prominent resources: The Evaluation Framework (section 3.4.1.) and the Comprehensive Principles and Pathway (section 3.5.).

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

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

Indicator	Target	Result
5) Principles on comprehensive eCDT developed	Year 3: 1	Year 4: 1

Members of SALT's Advisory Committee, Coordination Committee, and the seafood community have identified the need for shared guidance that identifies the minimum level of best practice for the design and implementation of seafood eCDT systems within producer

regions that address social, ecological, and economic goals. In Year 4, SALT published this shared guidance via the Comprehensive Traceability Principles and Pathway to the Principles.

The primary audience for this work is seafood producing country government representatives because they have the authority and responsibility to implement policies to reduce risks to workers, and for the ecological and economic management of their fisheries. While some nations have more developed institutional capacities and greater access to resources than others, the ability to regulate makes governments capable of institutionalizing traceability systems that are lasting and extensive in scope. The Principles will be applicable to government representatives working to implement eCDT at a variety of scales (e.g., artisanal and/or industrial) and will apply whether they are seeking to launch a large national eCDT program or a small regional pilot. SALT also expects these Principles and Pathway to be useful to many non-governmental stakeholders (e.g., fishers, seafood companies, local communities, social/labor groups and environmental NGOs, traceability technology providers, partner governments, and potentially many others). These Principles and Pathway will help ensure that eCDT systems are designed and implemented to be interoperable, effective, and comprehensive.

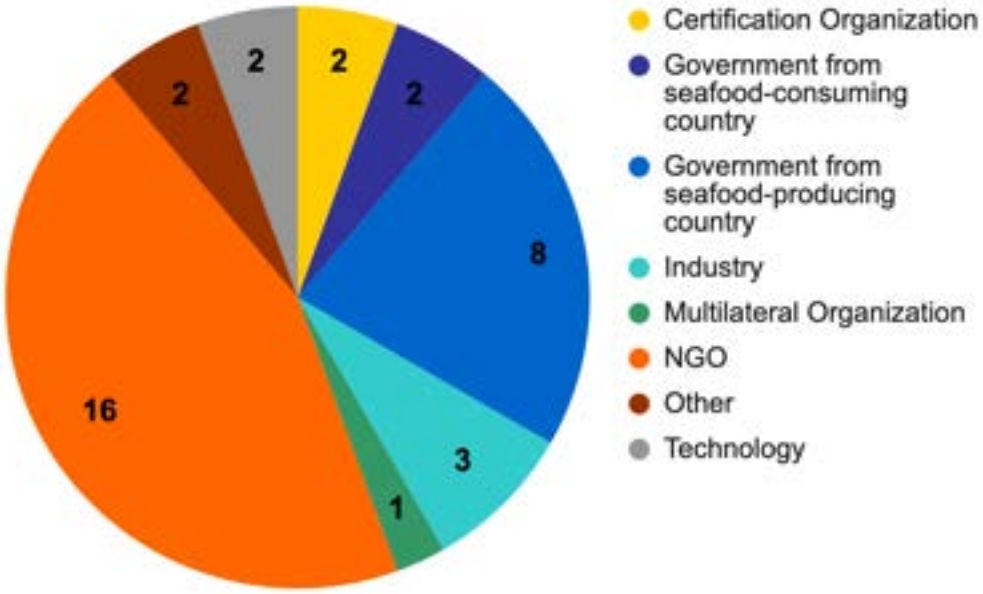
3.5.1. Consultative Committee

To work in collaboration with stakeholders who may implement the Principles after they are created, SALT created the Comprehensive eCDT Principles Consultative Committee. The committee is composed of expert stakeholders, with a particular focus on those that are interested in implementing comprehensive eCDT systems and applying the Principles to their work. The Consultative Committee was made up of 36 expert stakeholders from 20 countries across the globe (Figure 19, Annex 4). SALT has made a concerted effort to invite women and members of typically disenfranchised groups to the Consultative Committee to ensure the product is inclusive of all voices, and over 36% of the members on the committee were female.

The Committee comprised representatives from eight of SALT's stakeholder groups (Figure 20). The Consultative Committee is primarily made up of stakeholders from NGOs (44%), followed by SALT's key audience for this work: seafood producing country governments (eight representatives or 22%). During Year 4, SALT added one new representative from the Philippines' Bureau of Fisheries and Aquatic Research. Although NGOs are the most represented stakeholder group on this committee, many of these NGO stakeholders work either primarily in or have projects in seafood producing countries. As a result, SALT hopes to influence its primary audience through having the buy-in and support of this secondary NGO audience.

Figure 19: Geographic Breakdown of Countries Represented in the Consultative Committee (n = 20)

Figure 20: Members of the Consultative Committee (n = 36), disaggregated by SALT stakeholder group



In Year 4, the Consultative Committee provided expertise, feedback on the content and structure of the Principles, and suggestions for the development of the Principles. They have also participated in key design conversations to ensure the product will serve their needs. Specifically, SALT engaged the Consultative Committee in four webinars, with templates created

to solicit their feedback, and via email communications as appropriate. SALT encouraged participation from the Committee members as much as possible by hosting duplicate webinars for different time zones and allowing multiple opportunities for written feedback from those that were unable to attend live meetings. Overall, 19 (or 53%) members of the Consultative Committee provided feedback on one of the drafts or webinars during Year 4. Representatives from all stakeholder groups provided feedback, although only two members from industry and two members from seafood producing country governments gave feedback. Nearly 50% of the feedback given was from NGO representatives.

SALT conducted a survey to solicit feedback from the Committee on what they think the role of the Consultative Committee should be moving forward. The survey asked if respondents thought the Committee members should end their participation at the time of publication, continue to share the Principles, or participate in learning exchanges around the Principles applications. Six members responded to the survey and highlighted that they would be interested in sharing the Principles with their networks and applying expertise to address the questions of implementers. As a result, SALT involved them in the Principles' launch communications and intends to draw on their expertise as questions arise during application.

3.5.2. Creation of Two Products: Principles and Pathway

At the end of Year 3, SALT sent the Committee a second draft of the Principles. Early in Year 4, SALT solicited feedback on that draft and found there was still disagreement on the level of detail that should be included. Some members of the Committee advocated for a greater level of detail and more prescription, whereas others argued that guidance was in abundance but was not leveraged currently and therefore the Principles should remain high-level and flexible.

Based on this feedback and other input that came via webinars, written responses, and supplementary conversations, SALT determined that two products—not just one—were necessary to adequately address the identified needs. One product, the Comprehensive Principles, would be high-level and flexible, and another, the Pathway to the Principles, would provide more prescription and detail on how to put those higher-level Principles into practice. Instead of recreating the guidance currently in existence, the Pathway to the Principles would leverage what had already been created by more efficiently organizing and linking to existing resources. Through the creation of two products, the needs would be met by both those who want more prescription and those who want to see only high-level Principles.

Comprehensive Traceability Principles

To make the process of designing or improving traceability programs easier, the Comprehensive Traceability Principles were created. They are the core themes to keep in mind throughout the process of designing, implementing, or improving an eCDT program to achieve comprehensive (ecological, social, and economic) goals (Figure 21). They are not presented in any sequence or priority order; rather, they all hold equal importance and should all be considered throughout the entire process.

Figure 21: The Six Comprehensive eCDT Principles

These Principles may be applied differently depending on how far along a government is in implementing an eCDT program (e.g., whether the design has just begun or there already exists a solid foundation for improvements). The Principles are intentionally flexible so that anyone—no matter where they are in the process—can use them to work towards a more comprehensive eCDT program.

Pathway to the Principles

The Pathway to the Principles provides guidance to put the Principles into practice. It details more than 40 steps to apply the Principles when designing, implementing, or improving a comprehensive eCDT program.
This series of steps extends through three phases (Figure 22):

- Initiate, which includes early research, goal setting, and stakeholder engagement;
- Design, which includes identifying technology, assigning responsibilities, and creating the systems to support the program; and
- Implement, which includes piloting the program, adaptively managing, and scaling it.

Figure 22: The Three Phases of the Pathway to the Principles

This guidance has been divided into these three phases to both ease navigation and allow anyone—regardless of which phase they are in—to see how these Principles come into play. Every step featured in the Pathway has at least one Principle associated with it.

3.5.3. Creation of Two Mediums

In addition to creating two products, SALT also determined that the products would be best represented via two mediums: 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.

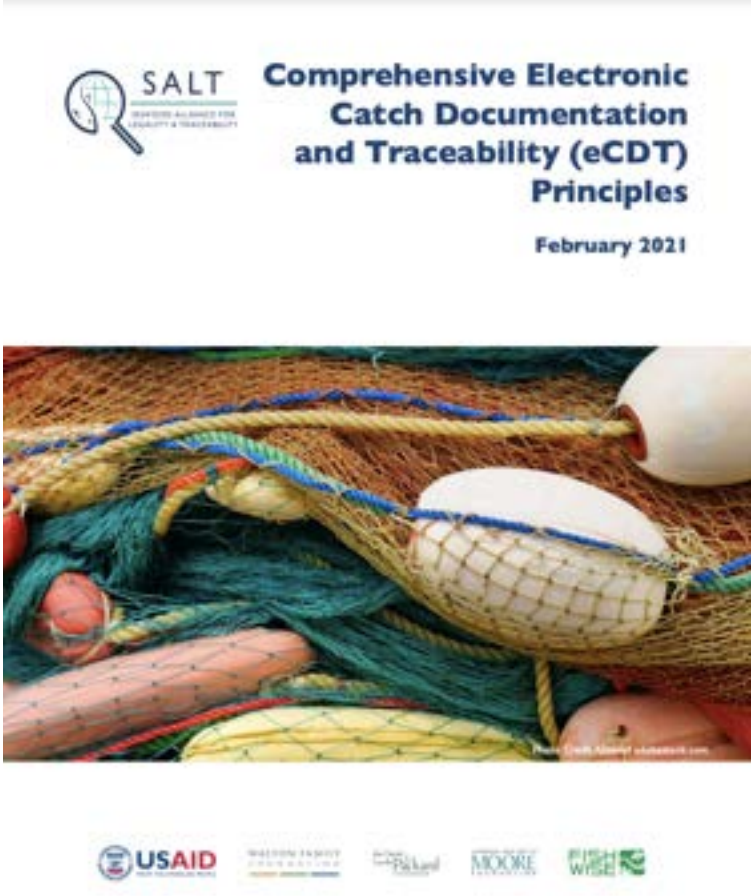
To create the online pages, SALT modeled their design process after USAID's four-step human-centered design (HCD) process. HCD "is a way of thinking that places the people you are trying to serve and other important stakeholders at the center of the design and implementation process."

- Step 1: Immersion - SALT compiled all feedback that was provided from the Consultative Committee about ideal product formatting, including: simple bullets that can be translated into multiple languages, incorporating videos, leveraging illustrations, creating a 'menu', etc. Wherever possible, these suggestions were incorporated into the final design. SALT also created three detailed user personas (two of government representatives and one of an NGO stakeholder), outlining how they might engage with the product and how SALT could design it for their needs, their level of familiarity with terminology, technical literacy, and technological access.
- Step 2: Research - SALT spoke to the FishWise team responsible for the Roadmap for Improving Seafood Ethics website about their success and challenges with building a website that hosted features similar to what SALT was aiming for. Additionally, SALT met with the manager of the Principles for Digital Development online pages to discuss their approach and incorporated their recommendations into the design.
- Step 3: Concepting - SALT brainstormed the important features to include in the online pages, such as an FAQ, a glossary, a search mechanism, and a way to connect with the SALT team and provide feedback. To execute on their vision, SALT hired graphic designer and developer consultants. The consultants worked with the SALT team to create visual sketches and construct the informational architecture of the site.
- Step 4: Strategy - SALT worked iteratively with the graphic designer and developer to design the site, ensuring that recommendations from the Consultative Committee were incorporated into the final product. Additionally, the site was designed to be as accessible to a wide variety of audiences as possible (e.g., colorblind, 508 compliant, low internet bandwidths).

Ultimately, in Year 4 SALT created an online hub that features over 100 resources, provides a mechanism for asking questions, and encourages the SALT community to connect with the team to incorporate the Principles into their work. The main page of the online hub for the Principles was viewed 1,849 times. Since February, when the Traceability Principles were launched, the online hub has become the second most popular page, behind only SALT's homepage. The Pathway was viewed 611 times.

Additionally, incorporating what the SALT team learned from the process of designing the online hub, SALT created a downloadable PDF version of the Principles and Pathway that users could access offline (Figure 23). SALT hired a consultant to translate their ideas into design software and a 508-compliant PDF. Overall, the PDF version was downloaded 237 times across all languages. By far, the Principles were the most downloaded resource across the entire site (including the resources featured in Dive Deeper).

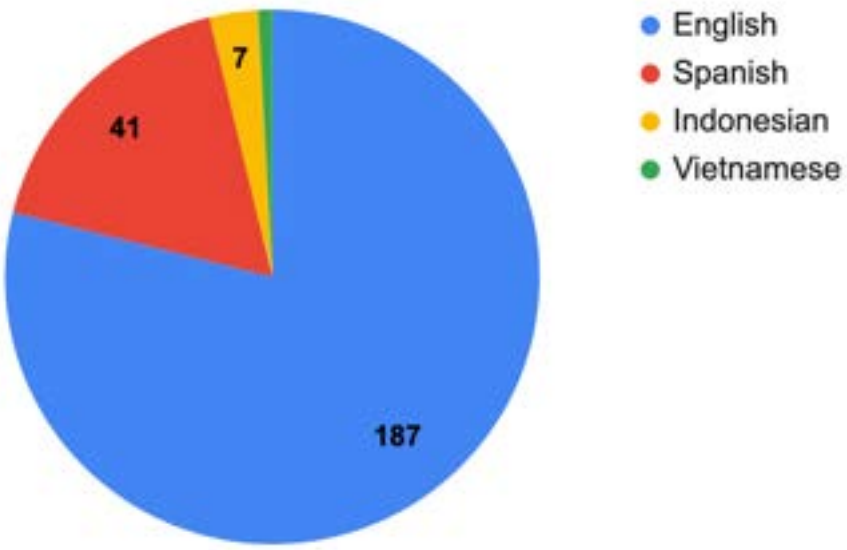
Figure 23: Cover Page of the Comprehensive eCDT Principles Downloadable PDF



3.5.4. Translations

The Comprehensive Principles document was originally only available in English; however, to make the Comprehensive Principles more accessible to SALT's key international audiences, SALT translated the text into Spanish, Bahasa Indonesian, Vietnamese, and French. SALT hired four consultants with fisheries experience (one for each language) to review the accuracy of the translated text and make corrections so the terminology was translated properly. Of the 237 downloads (Figure 24), most were English, followed by Spanish and then Indonesian. Farid Maruf delivered hard copies of the Bahasa Principles and Pathway translation to government representatives in Indonesia. As a result, Director General Artati Widiarti, Ministry of Marine Affairs and Fisheries (MMAF) in Indonesia, said the translated Bahasa Principles were very helpful to her. There were only two downloads of the Vietnamese version, although that was also shared with SALT's small grant partners in Vietnam. The French version was not downloaded, and next time French will not be included in the languages that SALT translates products into.

Figure 24: Comprehensive Principles Downloads by Language



3.5.5. Plan for Refinement and Improvement

An important component of HCD is coming back after a project has been completed to evaluate how well the project met the user's needs and identify further "updates" that are needed. As such, SALT will refine and expand the Comprehensive eCDT Principles and Pathway through time. Since the launch in February 2021, SALT has already uploaded additional

resources to the Pathway and has identified areas for potential expansion which will be explored in Years 5 and 6, such as adding more resources around scaling, verification, and overcoming government and institutional barriers.

3.5.6. Social Integration

In developing the Comprehensive eCDT Principles, SALT identified a need for shared and referenceable guidance for all aspects of the Principles—ecological, social, and economic. As fewer resources exist for social responsibility and eCDT, expert consultants Judy Gearhart and Rainer Braun were hired to review the Principles and develop additional recommendations to strengthen alignment with human rights best practice, including worker and local civil society engagement. In reviewing the Principles and Pathway, the consultants engaged in dialogue and feedback with eight external stakeholders[5] to develop recommendations related to:

- Government/worker/human rights dialogue
- Grievance mechanisms and victim protection
- Systems governance
- Data management

Following the consultation with human rights stakeholders, the consultants recommended the following concepts be included in the final Principles and Pathway. Where possible, these recommendations were incorporated:

- Data-informed decision making, particularly for instances in which human rights issues are found and need to be used for enforcement of legal requirements
- Collaborative development of traceability and data collection, particularly with trade unions, local stakeholders, workers, or other worker representatives
- Scalability of systems developed, particularly to ensure that eCDT can continue to support social responsibility after USAID or other implementing bodies leave
- Connection to end markets, in order to secure market incentives for social responsibility improvements

3.5.7. Digital Consultant

[5] Kirill Butekov (IUF), David Hammond (Human Rights at Sea), Marina Colby (U.S. DOL), Jon Hartough (ITF / Solidarity Center), Rossen Karavatchev (ITF), Max Schmid (EJF), Jason Judd (New Conversations Project / Cornell), Phil Robertson (Human Rights Watch)

The Principles fundamentally address *what* is required for an eCDT system to be comprehensive. In Year 4, SALT solicited external expertise to undertake expansion and clarify *how* to implement a system to abide by these Principles. SALT hired a consultant firm with expertise in digitizing national seafood traceability systems to equip the SALT team with the knowledge necessary to teach others about the topic. They produced a series of three reports on the following topics:

- Encouraging Policy Adoption of Data Digitization and Digital Government Practices - This report dove into recommendations for how to facilitate the creation of political will for seafood traceability in representative democracies around the globe. This report offered guidance to governments, industry, civil society organizations and the general public on the conditions that shape policy creation, how to craft persuasive arguments, engaging the right people at the right time, monitoring outcomes, and generating continual support for traceability even after policy adoption.
- Shifting to Digital—Interfacing New Digital Traceability with Existing Government Systems - This report highlighted how to plan for digital system upgrades and expansions, including covering what datasets may be applicable to seafood managers depending on which government agency they are a part of. This report also covered key considerations and pitfalls for different modernization approaches.
- Overcoming Institutional Barriers to Implementing Digital Traceability - Producer countries have been found to face particularly strong barriers to interagency coordination, and this report highlights the types of legal, behavioral, budgetary, and procedural barriers that might exist. Given the prevalence of these and other coordination barriers, building capacity to identify and overcome them as quickly as possible is key to long-term success in establishing or improving government traceability programs that cross agencies and jurisdictions.

After the iterative creation of these reports with SALT, the consultants presented their findings to a larger group of interested FishWise staff, striving for a 'Training of Trainers' model as well as publishing a StoryHub Q&A blog. In Year 5, SALT will convert their findings within the reports into products (e.g., blogs or written resources) to bolster the Pathway to the Principles.

3.5.8. Comprehensive eCDT Principles Rollout

SALT endeavors to have the Comprehensive eCDT Principles be a well-known resource across the seafood sector and considered a key document for seafood producing country fisheries managers and those that support them. SALT aims to have the Comprehensive eCDT Principles referenced in global forums and mentioned in notable reports.

To achieve this, SALT implemented a thorough rollout plan that entailed engagement through the FishWise and SALT community's online and other channels. In addition to creating an online space dedicated to the Principles on SALT's website, other activities in the rollout strategy included:

- Identifying and directly corresponding with champions and key drivers who can move the Principles closer to implementation
- Direct outreach to governments most likely to implement or incorporate the Principles (e.g., Peru and Vietnam)
- Leveraging other alliances (e.g., GDST and GTA) for cross-promotion
- Sharing the Principles via SALT & FishWise social media and newsletters
- Sharing the product with key stakeholders (such as the Coordination, Consultative, and Advisory Committees) for dissemination within their networks, including:
    - Encouraging SALT funders/Coordination Committee to feature this product as a key resource on their websites
    - Sharing the product with FishWise's industry partners
    - Promoting the product to the Conservation Alliance for Seafood Solutions
- Presenting the Principles at key seafood events including the World Ocean Summit and SAFET in February 2021
- Promotional launch toolkit which included images formatted for social media, example social media posts, hashtags, blurbs for newsletters, etc.
- Blog posts
- Media release sent to relevant news outlets
- An animated video that was shared on social media and uploaded to YouTube, where it has been viewed over 115 times

Additionally, SALT hosted two webinars for the global seafood community to present the product. SALT hosted the two webinars at different times so those from other time zones could participate in the launch. There were 58 members from the SALT community that attended the launch webinars. In Years 5 and 6, SALT will continue to employ a variety of communication strategies to promote the Principles and Pathway.

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

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

Indicator	Target	Result
6.1) # of stakeholders who express interest in applying the Principles (disaggregated by gender, stakeholder group, and region)	LOP: 5	Year 4: 9 LOP: 9

In Year 4, SALT launched the Comprehensive Traceability Principles and Pathway. The launch of the Principles led to broad outreach for the next phase in the knowledge cycle: application. Here, SALT has compiled a list of the stakeholders that have expressed an interest in applying the Principles but have not yet explicitly or officially done so. Expressing interest in application is defined as taking actions such as: asking the SALT team for technical input, a walk-through of the product, resource suggestions, or to be connected with other organizations to help with any of the steps outlined in the Pathway. Interest in applying the Principles was expressed by stakeholders from Tanzania, Indonesia, Vietnam, Peru, Mexico, Ecuador, Canada, and Sweden.

3.6.1. Tanzania

SALT will partner with the Government of Tanzania's Ministry of Livestock and Fisheries Department to co-design how to apply the Comprehensive eCDT Principles and Pathway. Notably, the request came from a Tanzanian government representative who participated in a SALT Consultative Committee, made up of 35 stakeholders from 18 countries, to develop the Traceability Principles. In Year 4, SALT began scoping this opportunity through a joint meeting between SALT, USAID, and the Tanzanian Ministry of Livestock and Fisheries Department. The

request and scoping have set the stage for applying the Traceability Principles in Tanzania in Years 5 and 6. SALT will collaborate with the USAID/Tanzania Mission and USAID/Washingtonto determine the appropriate scope and alignment with USAID's global and national priorities. Please refer to SALT's Y5 work plan for more information.

3.6.2. Indonesia/MDPI

The effort to roll out the Principles included several webinars and consultations with key Indonesian government officials. Those were intended to increase understanding and engagement with the Principles. The Bahasa translation of the Principles and Pathway was sent to Indonesia so consultant Farid Maruf could give it to the Ministry of Marine Affairs and Fisheries. SALT will continue to provide high-level technical assistance for leveraging the Principles and Pathway in Indonesia in existing and future work. For instance, SALT was invited to participate in First Movers Forum on eCDT and EM in Indonesia's Tuna Fisheries.

3.6.3. Vietnam

In Year 5, SALT will continue to liaise with a local partner, D-Fish, and other stakeholders to provide high-level support to continue informing Vietnam's National eCDT Guidelines and Roadmap. At the close of Year 5, it is expected that the Principles will be incorporated, as appropriate, into Vietnam's National eCDT Guidelines and Roadmap. SALT will leverage what's learned from Vietnam's traceability work to improve and update the Principles and Pathway.

3.6.4. Latin America and Caribbean Region

In Year 4, SALT identified multiple opportunities for engagement in Latin America, especially in Peru, Mexico, and Ecuador, where governments and partners are interested in or currently working on traceability efforts for their seafood sector. In Year 4, SALT's work to promote Comprehensive Principles in the LAC region included:

- Creating and sharing tailored knowledge products around eCDT in English and Spanish
    - Developing one resource briefing for the Peru traceability working group (an existing group of regional NGOs working on traceability improvements in Peru, currently facilitated by the Walton Family Foundation and Council Fire).
    - Making SALT available to USAID missions and LAC partners to identify critical information to be translated or potentially curated based on need (e.g., USAID IUU fishing documents, traceability pilot outcomes, blogs). As a result, SALT

translated the 'Bait to Plate' infographic into Spanish (see Figure 25). This graphic was downloaded one time from the SALT website, but the landing page for it on Dive Deeper was viewed 53 times. This graphic was also featured in multiple SALT webinars and shared with partners.

Figure 25: Spanish Bait to Plate Graphic

- Translating and sharing the Comprehensive Traceability Principles and Pathways in English and Spanish with LAC stakeholders. See section 3.5.4. for more information on the translated Principles resources.
- Presenting the Comprehensive Principles & Pathway in Spanish. See section 3.4.3. for more information on this popular presentation.

- Sharing and implementing the Comprehensive eCDT Principles and Pathway with LAC stakeholders including governments, industry, and NGO implementers
  - Peru: One of the government agencies creating a traceability program in Peru is the Ministry of Production (PRODUCE). SALT's NGO partners in the region have been actively trying to create an Interoperability Working Group to help establish interoperability guidelines for PRODUCE. In Year 4, SALT had preliminary meetings with these NGOs where staff extended their support for the Interoperability Working Group. In Year 5, SALT will continue to offer support.
  - Peru: A Peruvian consulting firm, Synfiny, reached out to SALT as they were interested in applying the Principles with their government partner, SANIPES—Peru's national fisheries health organization. SALT met with stakeholders from the firm and advised on resources, provided connections to

WWF Peru and FoF colleagues, and offered to provide more direct collaboration to their work. They drafted an outline of the gap analyses that was later expanded upon and used by SANIPES.Mexico: Comunidad y Biodiversidad (COBI) intends to make their catch documentation technology interoperable with other traceability systems, and expressed interest in applying the Principles to their work. They cited it as a helpful resource and state they will create a written document outlining how they incorporate the Principles into their technology work in the creation of a potential future data cooperative. In Year 5, SALT will collaborate with them on this document, providing a basic level of technical assistance to ensure the Principles and Pathway are implemented as fully and effectively as possible.

- Mexico: In Year 4, SALT also collaborated with the Environmental Defense Fund (EDF) in Mexico. They are conducting a gap analysis and will use the Principles and Pathway to craft a traceability proposal for an interested partner.

- Planning a regional learning event on traceability as a tool to combat IUU fishing in the LAC region
    - SALT intended to host a three-hour virtual learning event in Year 4 to bring awareness to the Principles and Pathway and to identify barriers to implementing eCDT programs in the LAC region. However, during the consultant interviews to support the LAC eCDT Learning Event, SALT was made aware of the growing political uncertainties not covered in the international media that both Peru and Colombia were facing, which was very likely to impact SALT's ability to reach government officials during the time period specified (August/September 2021). SALT was strongly advised to postpone the event beyond September to allow the (political) dust to settle.
    - The primary objective for the event is to capture the attention of a government audience to prime them to work with SALT and create a foundation to implement the Principles and Pathway next year. Though the actual event has been pushed to Year 5, SALT successfully executed two Spanish Principles presentations to meet the goal of eCDT Principles outreach in LAC and have continued to plan logistics for the larger learning event.

- Supporting regional coordination between LAC NGOs, donors, regional USAID Missions, and governments
    - Hosting calls and learning exchanges with other country stakeholders, ad hoc (e.g. WWF Ecuador, Conservation International, government). For example, in Year 4 SALT has facilitated collaborations throughout its LAC work by connecting stakeholders in the region working on similar projects. SALT

connected WWF Peru with staff from the FAO Blue Ports Initiative to collaborate around their engagement in Peru. Additionally, SALT connected consultants from SANIPES, Peru's national fisheries health organization, with WWF Peru, since they had been supporting the same government agency to create a traceability program but had never previously been in contact. SALT informed the overarching funder for both SALT and WWF Peru, the Walton Family Foundation, about the SANIPES progress and ensured that SALT was acting as a facilitator and connector to encourage collaboration and avoid redundant efforts. In Years 5 and 6, SALT will continue to play an essential role in fostering connections and encouraging partnerships between stakeholders working on traceability in the LAC region.

- Working with USAID Missions to increase understanding of regional issues related to IUU fishing and the benefits of traceability as a tool to address legality. This was discussed during scoping conversations for the upcoming workshop in Year 5.
- Supporting collaboration with USAID/Targeting Natural Resource Corruption and Strengthening Natural Resource Governance in Ecuador, as needed. Although SALT staff did not identify any collaboration needs for this group in Year 4, SALT will more actively support these coalitions in Year 5.

3.6.5. Canada

SALT has been in contact with the Ecology Action Centre (EAC) following the Principles launch webinar. The Ecology Action Centre has been working to coordinate a response to the Canadian government's movement towards improved seafood traceability. After several initial meetings with SALT, the Ecology Action Centre invited SALT and FishWise to join a workshop on how seafood traceability could be incorporated into the Canadian government's Blue Economy Strategy. As a result of the workshop, EAC submitted a summary of what was discussed as part of the feedback to the government on the Blue Economy Strategy engagement paper. Recently, the Government of Canada released its discussion paper, Boat-to-plate traceability mandate commitment. This discussion paper is open for comment until December 11, 2021, and EAC is drafting a comment partially informed by the Comprehensive Traceability Principles. SALT plans to stay in contact with EAC as they finalize their comments and remains available for further consultation as EAC helps to apply the Principles to Canada's future seafood traceability system.

3.6.6. Sweden

Through SALT's Advisory Committee member, the Fisheries Transparency Initiative, SALT was introduced to colleagues at the Swedish Agency for Marine and Water Management, Department of Fisheries Management. In particular, SALT and the Swedish representatives met to share information regarding the economic benefits of government transparency in fisheries management, particularly around traceability programs. In Year 5, SALT will continue to share the Principles and Pathway with a specific focus on the topic of comprehensive return on investment, connect Swedish colleagues to SALT resources through the Pathway, and make network connections.

3.6.7. Peruvian application of the Principles and Pathway

Indicator	Target	Result
6.2) # of new or existing eCDT systems that incorporate the Principles during the duration of SALT (disaggregated by region)	LOP: 2	Year 4: 1 LOP: 1

In Year 5, SALT anticipates that many of the stakeholders that have expressed interest in applying the Principles to their work will (see indicator 6.1 above). However, even in Year 4 SALT has seen the Principles and Pathway applied in one context—by a government agency in Peru.

In Year 4, SALT began to foster deeper relationships with the non-profits (e.g., WWF Peru, Future of Fish Peru, Oceana, Global Fishing Watch), industry organizations (e.g., ProDelphinus) and government agencies working on traceability in Peru. SANIPES, the government agency in charge of seafood health and safety, is interested in creating a traceability program to better track the safety of seafood. They hired a group of consultants to conduct a 'Sector Situational Analyses' to evaluate the traceability readiness in Peru. These consultants reached out to SALT after hearing about the Principles and Pathway. They expressed interest in modifying the Pathway to the Peruvian reality to create a roadmap to traceability implementation for SANIPES.

As a result, they drafted a "Propuesta de Plan de Acción por Proyecto de Trazabilidad Para el Sector de Pesca y Acuicultura," for the SANIPES government agency that directly aligned with the Principles phases and key steps. As the short-term consultancy ended, they connected SALT directly to interested SANIPES representatives. SALT has supported the work of SANIPES by answering technical questions, providing resources, hosting additional meetings, and connecting government representatives with other traceability experts in Peru. In particular, SANIPES expressed difficulty around incentivizing fishers to participate in the traceability program and

asked for examples of what other initiatives have done. SALT compiled numerous examples of fisher incentivization from literature, from site visits conducted in Years 2-4, and from FIPs. SANIPES also built off the initial roadmap created by the consultants to craft a gap analysis comparing every step of the Pathway to the Principles to their current plan for designing the traceability program, highlighting where their plan and the Pathway do not align and identifying what actions they could take to better incorporate the Principles. In Year 5, SALT will continue to provide support to SANIPES to help them incorporate the Principles and Pathway into their traceability program.

SALT has and will continue to support the ongoing traceability work in Peru via two methods:

1. Providing technical assistance to encourage the application of the Principles and Pathway, and
2. Fostering connections to collaborate and share learnings.

3.7. Key Result 7: Learnings From SALT Products, Knowledge Shared, and the Community Have Raised Awareness and/or Informed Decision-making

SALT's second and third strategic approaches, Knowledge for Action and Communication & Information Management, influence this Key Result. This Key Result captures the applicability of SALT's knowledge products to the traceability work of the community by counting the times stakeholders independently share or use SALT products. Reporting on this indicator requires the SALT team to document individual instances of sharing which is challenging. SALT will use a survey towards the end of the project to gain a more thorough understanding of raised awareness and informed decision-making.

Indicator	Target	Result
7.3) # of recorded instances when SALT community members share, apply, or use SALT knowledge products and tools to inform their traceability work	LOP: 40	Year 4: 13 LOP: 20

SALT records use cases wherever possible to better demonstrate and understand the efficacy of its knowledge products. Use cases could include but are not limited to: presentations from the SALT community that include the SALT website; anecdotal stories of use of website tools such as the Seascape Map; and/or SALT or SALT resources/tools mentioned in other resources/tools/reports. To organize use cases, they are grouped into three categories below:

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

3.7.1. Appreciating SALT Knowledge Products

- In March, 4technology, a technology provider part of SALT's community, expressed their support for the Principles, stating: "we've fully embraced your Principles and intrinsically believe the framework is the only option for supply chain transparency."
- In July, after the Virgil Group Q&A was published on Story Hub (see section 3.4.2.), two SALT community members reached out for more information on the content of the research they did for SALT, emphasizing that they found the information valuable.
- In August, Director General Artati Widiarti, Ministry of Marine Affairs and Fisheries (MMAF) in Indonesia, said the translated Bahasa Principles were very helpful to her.
- In September, Nada Bougouss, a Seafood Market Expert at FAO, told the SALT team that she really likes the SALT Principles and Pathway. She said the site looks good and is easy to use, and that she wishes FAO's website could be more similar to SALT's.

3.7.2. External Sharing of SALT Knowledge Products

- On February 1st, the U.S. government made a comment about SALT and the Principles and Pathway in their formal statement during the FAO Committee on Fisheries (COFI) 34 IUU fishing session. The video can be found at this link, and SALT is specifically referenced at 4:55:40.
- In February, FAO posted about the SALT Principles on their GLOBEFISH website.

- In February, WWF Peru shared the Principles and Pathway with PRODUCE, the Ministry of Production in Peru, who currently has the most advanced national seafood traceability system in Peru.
- In April, Bubba Cook of WWF presented on SALT and electronic traceability at AIM and the Infofish Tuna Forum.
- In May, USAID/Indonesia tweeted SALT's "from Bait to Plate" infographic.
- In August, SALT consultant Farid Maruf participated in a workshop via International Pole and Line Foundation (IPNLF) with the Indonesian Ministry of Marine Affairs and Fisheries, where he presented the Principles in Bahasa Indonesian. He also delivered hard copies of the Principles and Pathway in Bahasa to government, industry, and technology partners in Indonesia.
- In August, Farid Maruf presented the Principles to a newly forming "First Movers Group" in Indonesia led by IPNLF and AP2HI.

3.7.3. Applying or Incorporating SALT Knowledge Products

- In May, FAO Common Oceans program requested SALT's technical assistance in advising a grant proposal from IPNLF. The Comprehensive Principles were already referenced in the proposal prior to any suggestions from SALT.

4. Governance & Project Management

4.1. Staffing

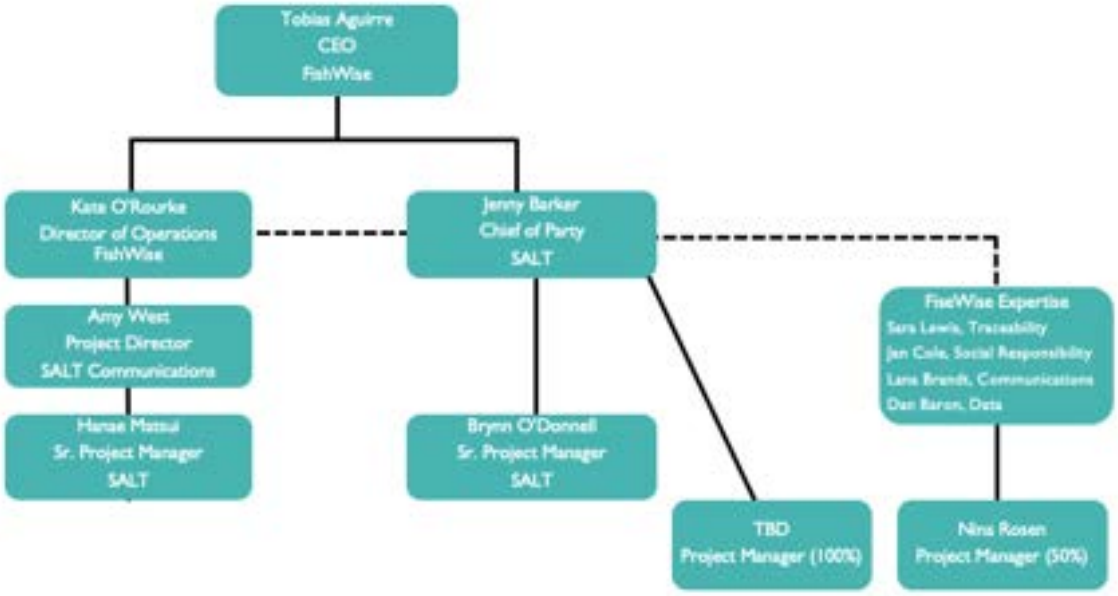
Management of staff and resources is an important part of implementing a USAID cooperative agreement. In order to be effective in technical implementation, operational compliance and staff management must be a priority. SALT works to implement the program with staff in California, Colorado, and Washington,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

Jenny Barker and Amy West remain key personnel on the contract. With support from other FishWise staff—including the Traceability and Social Responsibility Division—SALT was able to complete a robust body of work. A SALT Project Manager left to pursue other interests and SALT hired a Senior Project Manager to replace that position. In addition, the SALT Deputy Chief of Party became the Director of Operations for FishWise changing her time allocation to 40% on SALT. To ensure the greatest success of SALT activities, SALT will continue to draw on the expertise of other FishWise staff and external experts in Years 5 and 6.

FishWise has also developed a separate, more thorough Staffing Plan with job descriptions to ensure roles and responsibilities are clear. Due to the cross-cutting nature of the SALT workstreams, staff have been assigned leads of activities.

The SALT team continued to use their remote working systems to maintain continuity during the shutdown and gradual reopening of the FishWise office. This included continuing to rely on the Google Team Drive to organize the entire SALT project, the use of Zoho for customer relationship management (CRM), Podio for procurement, and Zoom, and Slack.

Figure 26: SALT Organizational Chart



4.2. Governance

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

Relationship and client management is important. The SALT USAID Agreement Officer Representative and the SALT team continue to have a strong, collaborative working relationship. While both parties try to navigate during challenging times, there has been open and consistent dialogue to navigate and keep a positive working relationship. Year 4 is a testament to that persistence and continued collaboration as the project reaches its full potential.

In the past year, SALT added the Fisheries Transparency Initiative and the Philippines' Bureau of Fisheries and Aquatic Resources to the Advisory Committee after linkages were made through the Moore Foundation. A complete list of the Advisory Committee membership over the life of the project is included below (Table 6).

Table 6: Members of the SALT Advisory Committee

SALT Co-Design Advisory Committee Year 1	SALT Advisory Committee Year 2	SALT Advisory Committee Year 3	SALT Advisory Committee Year 4
Embassy of Japan	Embassy of Japan	Embassy of Japan (TBD)	Embassy of Japan
Environmental Justice Foundation	Environmental Justice Foundation	Environmental Justice Foundation	Environmental Justice Foundation
EU	EU	EU	EU
			Fisheries Transparency Initiative (FiTI)
Future of Fish	Future of Fish	Future of Fish	Future of Fish
		Iberostar	Iberostar
Moore Foundation*	Moore Foundation*	Moore Foundation*	Moore Foundation*
NOAA	NOAA	NOAA	NOAA
North Atlantic, Inc. / Bali Seafood Initiative	North Atlantic, Inc.		
Packard Foundation*	Packard Foundation*	Packard Foundation*	Packard Foundation*
			Philippines' Bureau of Fisheries and Aquatic Resources
State Department	State Department	State Department	State Department

Thai Union			
USAID*	USAID*	USAID*	USAID*
Walton Family Foundation*	Walton Family Foundation*	Walton Family Foundation*	Walton Family Foundation*
WWF	WWF	WWF	WWF
	ANOVA Food LLC	*ANOVA Foods LLC representative moved to Seafood Stewardship Index and the position has not been refilled.*	*ANOVA Foods LLC representative moved to Seafood Stewardship Index and the position has not been refilled.)*
	CSIS	CSIS	CSIS
	Marine Stewardship Council	Marine Stewardship Council	Marine Stewardship Council
		Francisco Blaha (Expert)	Francisco Blaha (Expert)
		GTA	GTA
		Richard Stavis (Expert)	Richard Stavis (Expert)
		Seafood Stewardship Index	Seafood Stewardship Index
		Virgil Group, LLC	Virgil Group, LLC
		**FAO has been represented on several calls this year although not a formal member of the committee	**FAO has been represented on several calls this year although not a formal member of the committee

* SALT founding GDA partner
** Unofficial participant

4.3. SALT Initial Environmental Examination

SALT initiated an amendment to the Initial Environmental Examination for the three small grant activities added to SALT's portfolio in Year 3. The updated Initial Environmental Examination was approved by USAID on August 10, 2020. Most of the interventions under this activity—such as the development and provision of information, coordination among stakeholder groups, and capacity building—will not have a direct impact on the environment and

thus are recommended for Categorical Exclusion pursuant to CFR 216.2(c)(2)(i) and CFT 216.2(c)(2)(iii).

For activities that have the potential to adversely impact the environment and community, a Negative Determination with conditions applies and requires that actions are taken to avoid, minimize and then, as a last resort mitigate, restore, rehabilitate, or compensate. All three small grants were given a negative environmental determination with conditions for SALT to follow during programming through the remainder of the project.

4.4. Monitoring, Evaluation, and Learning

4.4.1. Indicators and Targets

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

4.4.2. Learning in Year 4

Learning is a primary focus of SALT, namely to create, share, and manage knowledge with the hope that it will be internalized by the SALT community and applied to traceability work. As learning is a central focus in SALT's activities and work with the community, the team acknowledges it is equally as important to apply learning to internal activities. Where possible, SALT staff have evaluated their projects and processes to adaptively manage towards greatest success. Following the launch of the Comprehensive Principles, SALT conducted an After Action Review to evaluate what went well, what did not go well, and what the team could change next time. Some key findings from that exercise were:

- The team felt that better anticipating project needs and timelines where possible would allow capacity to be managed more effectively. The team was operating at a very high level at a very high pace for a very long time. The challenge was that the team was

building the Principles and Pathway as they went and were already behind deadlines, and so lengthening timelines was difficult.
- Due to a SALT staff departure in Year 3, the Principles project changed hands multiple times. SALT realized that project leads should question why or how things were done originally under their predecessor, so no faulty assumptions are made.
- Overall, the team felt the creation of the products and the launches were a success.

As a result of the launch of the Principles and Pathway, the SALT team has discovered having a clear product and associated materials makes communicating about SALT and its value proposition easier. While co-design allowed SALT to build a strong community, that coupled with guidance (the Principles) and a pathway for implementation has cemented the value and given credibility to the whole project.

Internally, SALT staff have participated in monthly Reflection and Connection meetings, designed to build relationships among the team, evaluate the ways the team works, and identify if there are opportunities for improvement. Some of the topics for internal learning in Year 4 included:

- Leveraging emails for better communication and results
- The WRAP Framework (i.e., widen options, reality-test assumptions, attain distance before decisions, and prepare to be wrong)
- Diversity, equity, and inclusion

Additionally, the learning questions featured in the MEL Years 4-5 Plan will be addressed at the end of the project as SALT conducts a survey to determine the ways that SALT participants received and used information, and how participants engaged with SALT over the life of the program.

4.4.3. Challenges and Adaptive Management

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

To distinguish the SALT project from other players in the space (e.g., GDST), SALT has continued to share talking points and one-pagers that clarify its approach as a collaboration and knowledge sharing network. The Comprehensive Principles online pages feature an FAQ that explicitly addresses how SALT is different from other existing initiatives. Additionally, the launch of clear tools and products offerings (e.g., the Principles and Benefits Framework) have also made marketing and communications for SALT more streamlined. As a result, the SALT team did not notice as much confusion around SALT's purpose and scope in Year 4.

Limited Engagement with Host Country Governments and Industry Actors

Although SALT still struggles with engaging the amount of industry and government representatives to rival that of its NGO engagement, in Year 4 SALT has improved its interaction with and built critical relationships with these key stakeholders. Additionally, although NGOs are the most represented stakeholder group in the SALT community, many NGO stakeholders have projects in seafood producing countries and often work with seafood producing country governments. As a result, SALT will continue to pursue direct relationships with governments and influence that primary audience through the secondary NGO audience.

To bolster the government audience from seafood producing countries, SALT has employed a variety of engagement methods, including adding a representative from Philippines' Bureau of Fisheries and Aquatic Resources to the Principles Consultative Committee and SALT's Advisory Committee, awarding small grants to local organizations to work more intimately with this key stakeholder group, and engaging governments more actively through the Comprehensive Principles application efforts. In addition, SALT's global presentations were focused on events where the audience included government officials, like the FAO Blue Ports.

In Year 4, in Vietnam, SALT continued its partnership with MCD to conduct learning events and knowledge capture to inform Vietnam's National eCDT Guidelines and Roadmap. To do so, they worked alongside multiple Vietnamese government officials, from the Ministry of Agricultural and Rural Development and the Binh Dinh Sub-department of Fisheries (Sub-DFish). In Indonesia, SALT has supported the work of the Ministry of Marine Affairs and Fisheries on their traceability project. For more information on both of these projects, see section 3.3.3.

In Year 4, SALT has significantly expanded its network throughout the Latin American and Caribbean region. This particularly includes increased connections with government stakeholders within the region. SALT has begun to work with SANIPES, a government agency in Peru, on the application of the Principles and Pathway. Additionally, SALT held a webinar in Spanish about the Principles and Pathway and there were 39 unique organizations that attended this webinar, 8 of which were government agencies from seafood producing countries (section 3.4.3.). In Years 5 and 6, SALT will continue to strengthen its relationships with governments from seafood producing countries as part of its Principles application work.

In regard to industry, SALT has continued its work with alliances with key industry associations such as GDST and the Global Tuna Alliance (GTA). Specifically, SALT references the Voluntary

Standards in the Comprehensive Principles. SALT and GDST meet regularly and consistently cross-promote products.

Building Internal Expertise

SALT has continued to grow its staff and their expertise. In Year 4, SALT hired Hanae Matsui who had extensive experience working on seafood traceability in Japan. SALT also called upon the experts within FishWise for its social responsibility work, including for the Comprehensive Principles and the 'Dash of SALT' podcast. Team members were able to attend training for monitoring and evaluation to grow expertise.

In Year 4, SALT also leveraged external consultancies to bring needed expertise and bolster the team's internal capacity. Namely, SALT hired social responsibility experts, four consultants to help with translations and facilitation, a firm that specialized in traceability and digital government modernization, and multiple graphic designers and web developers.

4.4.4. New Challenges and Adaptive Management in Year 4

Difficulty Defining Application and Implementation

In Year 4, SALT worked with countries (such as Peru, Vietnam, Tanzania, and Indonesia) based on their needs to support the implementation of comprehensive eCDT. There are several ways that SALT engages with and provides direct consultation to countries: providing technical assistance, sharing or creating new knowledge products, connecting government representatives with experts or industry, supporting NGOs who work with governments, etc.

SALT understands that there is no one-size-fits-all' traceability program, and that governments may come to SALT at different stages of traceability implementation (e.g., starting from scratch or improving an existing system), and that application would happen in a variety of ways. For instance, incorporating the Principles and Pathway into the co-design process of a traceability program might actually entail a more tangible 'application' of the themes and important lessons than if the Principles were mentioned briefly in legislation.

Because there are so many possible ways that SALT may support a government in applying the Principles, defining what actually constitutes 'application' or 'implementation' was difficult for the SALT team. This also affected how comfortable the team was in 'selling' and promoting SALT's support to the community. What exactly could staff promise? How could staff help everyone, but not overextend capacity and also keep a focus on the key audiences?

To support consistency and create more comfort in dealing with that ambiguity, the SALT team determined that creating three internal tiers of engagement around Principles application would be helpful (Figure 27). SALT determined that staff would engage with everyone who seeks information about the Principles & Pathway via progressive tiers of engagement: Basic, Moderate, and Full. Each increasing tier allows for more technical assistance time from SALT. Based on the graphic below, the SALT team was able to classify its engagement with different governments and initiatives to clarify the time and effort available.

This internal structure was not promoted externally; rather, it was up to the SALT team to categorize interested stakeholders appropriately based on their level of interest and ability to enact change. SALT leveraged the learning site selection strategy as a tool to identify the Principles site strategy. This provided the needed clarity to help the SALT team support implementation.

Figure 27:Tiers of Engagement

Unique Challenges with SALT's Target Audience

SALT's target audiences—seafood producing country governments—present their own unique challenges. Firstly, they are typically difficult to reach without an in-country presence. Secondly, with any major election (even if the same party remains in power) there will be turnover at the leadership level. SALT strongly felt the impact of government turnover during its work in Year 4 as it attempted to engage with governments in the LAC region. In particular, government turnover and political instability in Peru and Colombia caused a significant delay to the LAC workshop SALT had hoped to conduct in Year 4. Additionally, engaging government officials to

apply the Principles became difficult as SALT, and local partners, were unsure of who to contact. This was also observed in Belize, where the relationships SALT fostered with the government during their site visit were nullified because of a significant shuffle of personnel due to a change in government administrations.

To address this, SALT has leveraged its local and field-based NGO and industry partners to help make contact with government representatives in different countries.

Managing the Program in the Midst of a Pandemic

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

First Time Reporting on New Indicators and Updated Targets

This report is SALT's first time reporting on updated key results, indicators, and targets that were created as part of the MEL Year 4-5 update. In addition to new indicators, indicators were disaggregated in different ways for the first time. SALT encountered challenges to clean up, remove duplicates, and fill in blanks in the CRM so disaggregation could occur with more detail.

4.5. Gender and Social Inclusion and SALT Year 4

SALT works to intentionally integrate gender considerations into its program activities and to raise the visibility of women's roles in global eCDT efforts. Additionally, SALT endeavors to intentionally include all voices in SALT processes and work—especially those usually disenfranchised, including considerations for women, gender, racial, ethnic, and other minority groups, people with disabilities, etc.

For the first time, in Year 4 SALT began to collect optional gender information from the SALT community. Leveraging surveys and webinar registrations, community members had the opportunity to share their gender identity. This additional information will allow SALT to better analyze engagement of all genders by disaggregating activities (e.g., webinar attendees) by gender. Overall, there were over 274 community members that filled in their gender identity (Figure 28). Woman was the most frequent identity reported (n=131), representing almost half of the subset of the SALT community that shared their identities (48%). Although this finding

only reflects a sample of the SALT community (approximately 20%), the relatively even gender representation and inclusion of other gender identities (i.e., transgender, non-binary, and other) supports SALT's ongoing efforts to intentionally integrate and support inclusion of all genders.

Additionally, SALT made the Comprehensive eCDT Principles consider gender dynamics and power disparities, and has consulted with gender experts on the best way to include equitable gender language and considerations into the Principles. The Comprehensive eCDT Consultative Committee includes 13 (out of 36) women, many of whom are consistently actively engaged (Figure 29).

Figure 28: Gender Identities for a Sample of the SALT Community (n = 274)

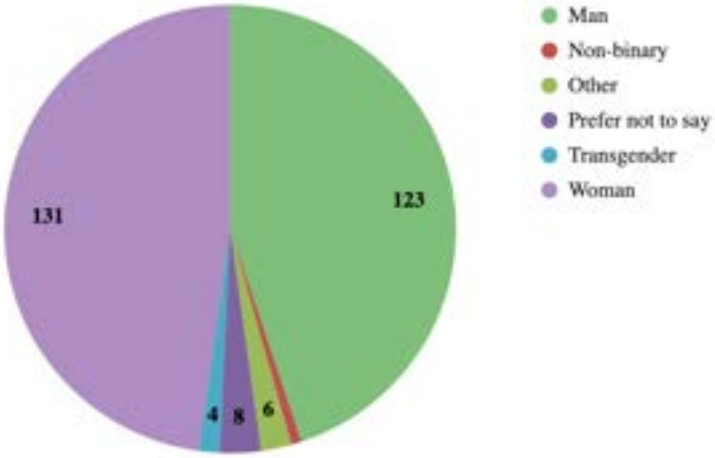
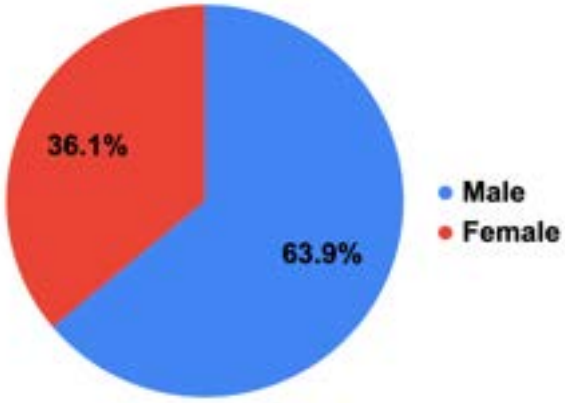


Figure 29: Gender Breakdown of Comprehensive eCDT Principles Consultative Committee (n = 36)



SALT also endeavors to raise awareness of gender and social inclusion in eCDT via its online activities. Dive Deeper, SALT's online traceability resource repository, features a "gender" category, which includes resources and stories centered around the relationship between gender and traceability in seafood. At the end of Year 4, SALT has 20 resources included in this category. SALT has also included resources on Dive Deeper that are intended to encourage and support social inclusion of many groups in the design and implementation of traceability systems. These resources can be primarily found in the 'Human & Labor Rights'. SALT will continue to expand both of these sections in Years 5-6.

Wherever possible, SALT shares relevant stories about gender on the Story Hub. In Year 3, SALT had published a compelling story about the ongoing gender integration work in the Philippines. In Year 4, SALT followed up on any additional progress on gender work. Unfortunately, due to the ramifications of COVID-19, much of that gender work was put on hold (see section 3.4.4. for more information).

SALT also raised awareness of the importance of women in seafood supply chains across the globe by participating on social media throughout the year, on days such as International Women's Day in March, Women in Seafood day in April, etc. Notably, SALT had also curated and promoted a compilation of women in seafood resources.

Gender integration and social inclusion will continue to be a priority going into Years 5-6 of SALT. SALT will continue to seek opportunities to feature women speakers at events and build virtual environments where all are comfortable speaking. Additionally, SALT will continue to use the website and its communication endeavors to highlight stories featuring those typically less represented in the global eCDT space. Refer to the SALT Year 5 work plan for more information.

4.6. Foundation Leveraged Funds

The additional one million dollars in funding secured for a SALT Year 6 increased the total leverage requirement for the GDA partners to $6,292,018. FishWise documented **$10,774,500** in leveraged funds from the Packard, Moore, and Walton Family Foundations by the end of Year 4. As a result, SALT has exceeded the GDA's overall 1:1 private sector leverage requirement over the life of the project. The Walton Family Foundation committed 1:1 leverage to fulfill the requirements of the SALT cooperative agreement. The total amount of leverage from Walton Family Foundation from Years 1 to 4 is **$6,891,000**. Thus, they have already exceeded the 1:1 leverage requirement for the life of the activity.

The GDA partner leverage substantially increased in Year 4. This leverage increase is likely due to the launch of globally relevant products such as the Comprehensive eCDT Principles & Pathway. See Annex 7: SALT Leverage Report for more details.

Table 7: GDA Partner Leverage

GDA Partner	Year 1	Year 2	Year 3	Year 4	TOTAL
Walton Family Foundation	$ 1,595,000	$900,000	$1,447,500	$2,948,500	$6,891,000
Packard Foundation	-	$275,000	$1,420,000	$1,588,500	$3,283,500
Moore Foundation	-	$100,000	$125,000	$375,000	$600,000
TOTAL	**$1,595,000**	**$1,275,000**	**$2,992,500**	**$4,912,000**	**$10,774,500**

4.6.1. Cost Sharing

The SALT cooperative agreement does not have a cost sharing requirement. However, FishWise recognizes the value of cost sharing to help sustain a robust program in Years 3-6. In Year 1, FishWise received $25,000 in funding from the Walton Family Foundation to support travel from members of under-represented groups to participate in SALT meetings. Due to the global travel ban the funding period of performance was extended until the beginning of Year 5.

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

4.7. Sustainability Plan

In Year 4, SALT developed the Sustainability Plan. While these are consistent conversations with the Coordination and Advisory Committees, the extension of the project allows more time for SALT to execute on key elements of the plan. FishWise will seek to transition three main SALT products or services at the end of the project.

- The SALT website with tools including the Seascape Map and Dive Deeper, which should be updated and maintained as it has been deemed a valuable resource for the community. The SALT Community that the website supports should continue to be supported or maintained in some way—whether it is through online platforms or social media. SALT's network shares important and valuable information.

- The Comprehensive Traceability Principles and Pathway to Implementation was a major deliverable filling a knowledge gap identified by the broader SALT community. SALT will seek to transition these to a larger multilateral institution for long-term maintenance and application.
- SALT-supported field work should be transitioned as is appropriate. In Year 4, SALT began more country-based work that will be embedded in the communities where it is implemented and supported through local organizations. Specific plans for this work will be designed in later plans.

4.7.1. USAID Biodiversity Code

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

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

4.7.2. Environmental Compliance

The Initial Environmental Examination (IEE) for SALT, dated March 16, 2017, concluded that most of the program falls under a Categorical Exclusion. In Year 3, the IEE was updated to include the grant work, and it was again concluded that the program falls under a Categorical Exclusion. The updated IEE was signed on August 10, 2020, and SALT conducted the necessary IEE in Year 4. In Year 5, SALT will review and conduct necessary IEE for principles application sites.

Link to All Annexes

Annex 1: SALT Results Chain

Annex 2: Indicators Assessed Against Year 4 or Annual Targets

Annex 3: Members of the SALT Advisory Committee

Annex 4: Organizations on the eCDT Consultative Committee

Annex 5: Organizations in the SALT Community in Year 4

Annex 6: Countries Represented in the SALT Community

Annex 7: SALT GDA Leverage Report

Annex 1: SALT Results Chain

https://media.salttraceability.org/wp-content/uploads/2020/12/16123837/SALT-Year-3-Updated-Results-Chain-12.2020.pdf

Annex 2: Indicators Assessed Against Year 4 or Annual Targets

Note: Indicators for Outcomes 1, 2.1., 7.1, and 7.2 are not discussed below, as they were either met in earlier years of the project or are set to be met in Year 5. Below, LOP refers to "life of project."

Indicators	Target	Achieved	On Target? Y/N	Deviation Explanation
2.2) # of unique visitors on SALT platform/website *(disaggregated by country and region)*	Annual: 1,700 LOP: 8,500	Year 4: 9,131 LOP: 14,850 <u>Country disaggregation of unique visitors on SALT platform/website:</u> (please note - only 9,115 identified their mailing country via IP address) Caribbean: 43 Central America: 225 Central Asia: 2 Eastern Africa: 85 Eastern Asia: 481 Eastern Europe: 59 Melanesia: 37 Micronesia: 7 Middle Africa: 4 North America: 4,200 Northern Africa: 33 Northern Europe: 674	Y	SALT has exceeded the LOP goal early, which is likely a result of SALT's effective multi-pronged approach to promoting and leveraging the website.

		Oceania: 456 Polynesia: 3 South America: 408 Southeastern Asia: 695 Southern Africa: 72 Southern Asia: 868 Southern Europe: 218 Western Africa: 59 Western Asia: 73 Western Europe: 413		
2.3) # of downloads of SALT products (disaggregated by country and region)	Annual: 134 LOP: 400	Year 4: 1,094 LOP: 1,457 <u>Country disaggregation of downloads/views of SALT products:</u> (Please note - not all downloads/views are captured here, as some users have 'not set' as their country.) Algeria: 1 Argentina: 7 Australia: 24 Austria: 1 Barbados: 1 Belgium: 1 Brazil: 4 Canada: 58 Chile: 2 China: 7	Y	By the end of Year 4, due to the popularity of SALT's products, SALT has exceeded its LOP target for downloads. SALT also counted a select number of its 'Story Hub' features as SALT products if it involved SALT publishing new or repackaged information that was intended to help the community move the field of traceability forward. The unexpected popularity of the website, where all of these resources were hosted, also contributed to SALT far exceeding its LOP target.

		Colombia: 3 Costa Rica: 6 Croatia: 1 Cyprus: 1 Denmark: 1 Ecuador: 6 Finland: 5 France: 14 Germany: 6 Ghana: 2 Guernsey: 1 Hong Kong: 6 Iceland: 1 India: 68 Indonesia: 17 Ireland: 10 Italy: 11 Japan: 10 Kenya: 2 Kuwait: 2 Luxembourg: 2 Malaysia: 2 Mauritius: 1 Mexico: 37 Morocco: 1 Netherlands: 8 New Zealand: 21 Papua New Guinea: 1 Peru: 24		

		Philippines: 6 Portugal: 4 Réunion: 3 Russia: 1 Senegal: 2 Seychelles: 1 Singapore: 6 Solomon Islands: 2 South Africa: 6 South Korea: 4 Spain: 7 Sweden: 3 Switzerland: 2 Taiwan: 1 Tanzania: 3 Thailand: 3 Trinidad & Tobago: 1 Uganda: 1 United Arab Emirates: 1 United Kingdom: 108 United States: 471 Uruguay: 1 Vietnam: 13		
3.1) # of stakeholders whose level of engagement is at 'Share' stage or higher *(disaggregated by gender, stakeholder group, and region)*	Annual: 800 LOP: 1,000	Years 1-4: 746 <u>Stakeholder group:</u> Academia: 35 Certification organization: 17	N	SALT was 54 stakeholders short of reachings its Y4 target of 800 stakeholders at the 'Share' stage or higher. However, SALT did meets its goal of having 40% of stakeholders at the

		Consultant: 40 Fisher: 9 Government from seafood consuming country: 48 Government from seafood producing country: 51 Multilateral Organization: 17 NGO: 292 Other: 67 Philanthropic funder/donor: 24 Seafood industry: 92 Technology: 54 <u>Gender:</u> (please note - only 168/746 identified their gender) Man: 75 Woman: 92 Other: 1 <u>Region</u>: (please note - only 553/746 identified their mailing country or region) Caribbean: 1 Central America: 38 Eastern Africa: 4 Eastern Asia: 9 Melanesia: 4 Micronesia: 1		'Share' stage or higher. This indicates that SALT's overall community size has not grown as much as anticipated.

		North America: 248 Northern Europe: 27 Oceania: 12 South America: 64 Southeastern Asia: 87 Southern Africa: 4 Southern Asia: 3 Southern Europe: 23 Western Africa: 4 Western Asia: 2 Western Europe: 22		
3.2) % of stakeholders whose level of engagement is at 'Share' stage or higher in SALT's Spectrum of Engagement *(disaggregated by gender, stakeholder group, and region)*	LOP: 40%	Year 4: 53%	Y	SALT is currently on track to meet its LOP goal.
4.1) # stakeholder-specific cases for traceability developed and shared	LOP: 2	Year 4: 2 ● Evaluation Framework ● Comprehensive Principles LOP: 3	Y	Through the creation of the second and third tools (i.e., Evaluation Framework and Comprehensive Principles) in Year 4, SALT has successfully met its LOP target
4.2) # of produced and shared materials linked to human and labor rights for eCDT	LOP: 2	Year 4: 1 ● Social KDE Analysis LOP: 3	Y	
4.3) # of relevant sessions at global meetings that SALT	LOP: 14	Year 4: 12 Social: 2	Y	SALT exceeded its LOP target. Due to the Covid-19, most global events are

facilitated or presented at that advance a comprehensive focus on eCDT *(disaggregated by social/economic/ecologic sessions)*		Economic: 3 Ecologic: 1 Comprehensive focus: 6 LOP: 27		now virtual. As a result, SALT was able to participate, and present, at more global events than originally anticipated.
4.4) # of produced and shared knowledge products that support learnings around or action toward comprehensive eCDT (disaggregated by regional/global focus and product type)	LOP: 30	Year 4: 14 Product type: 2 webinar recordings (global) Toonly video (global) Podcast episode (global) Infographic (global) Multimedia story (regional) 6 blogs (5 global, 1 regional) 2 guides (global) LOP: 22	Y	In Year 4, SALT produced 14 novel knowledge products for the community which leaves only 8 remaining knowledge products to be created to meet the LOP target.
5) Product on Comprehensive eCDT Principles developed / STIR.10 - Number of innovations supported through USG assistance	LOP: 1	Year 4: 1 LOP: 1	Y	In February 2021, SALT successfully launched the Comprehensive eCDT Principles and Pathway to the Principles.
6.1) # of stakeholders who express interest in applying the Principles (disaggregated by	LOP: 5	Year 4: 8 LOP: 8 Stakeholder group and region:	Y	Within one year of the product launch, SALT exceeded its LOP goal for stakeholders that express interest in

gender, stakeholder group, and region)		• NGOs:
		  ○ Canada: 1
		  ○ Mexico: 2
		  ○ Indonesia: 1
		• Government:
		  ○ Tanzania: 1
		  ○ Peru: 2
		  ○ Sweden: 1
		• NGO & Government:
		  ○ Vietnam: 1
				applying the Principles. This is likely a result of SALT's effective launch and promotion efforts, as well as a testament to the growing reputation and credibility of SALT throughout the field of traceability initiatives.

6.2) # of new or existing eCDT systems or efforts that incorporate Comprehensive eCDT Principles during the duration of SALT (disaggregated by region) / STIR.11 - Number of innovations supported through USG assistance with demonstrated uptake by the public and/or private sector	LOP: 2	Year 4: 1 LOP: 1 <u>Region:</u> Latin America and the Caribbean	Y	SALT had one application of the Principles and the Pathway via a government agency in Peru.
7.3) # of recorded instances when SALT community members share, apply, or use SALT knowledge products and tools to inform their traceability work	LOP: 40	Year 4: 13 LOP: 20	N	SALT will have to exceed its result from Y4 in Y5 in order to meet the LOP target. However, Y4 yielded the greatest number of SALT products to date (e.g., Principles, Evaluation Framework, Tuna Supply Chain Infographic, podcast) and so there is the greatest opportunity in Y5 for sharing and application of SALT

				products.
# of new initiatives or efforts happening globally around traceability, counter-illegal fishing, and social responsibility in seafood supply chains	n/a (Context Indicator)	Year 4: 28 LOP: 204	n/a (Context Indicator)	Understanding the growth or decline in eCDT efforts or initiatives will help capture the broader enabling environment for eCDT systems beyond SALT's influence
STIR.10 - Number of innovations supported through USG assistance (Indicator 5)	LOP: 1	Year 4: 1 LOP: 1	Y	This indicator has been met with the creation of the Comprehensive Principles and Pathway.
STIR.10-Custom2 - Dollars of resource leveraged	$1,600,000 (1:1 match of USAID incremental funding)	Year 4: $4,912,000 Walton: $2,948,500 Packard: $1,588,500 Moore: $375,000 LOP: $6,292,018	Y	The additional 1 million dollars in funding secured for a SALT Year 6 increased the total leverage requirement for the GDA partners to $6,292,018. FishWise documented $10,774,500 in leveraged funds from the Packard, Moore, and Walton Family Foundations by the end of Year 4. As a result, SALT has exceeded the GDA's overall 1:1 private sector leverage requirement over the life of the project. The Walton Family Foundation committed a 1:1 leverage to fulfill the requirements of the SALT cooperative agreement. The total amount of leverage from Walton Family Foundation from Year 1 to 4 is $6,891,000. They have exceeded this requirement.

STIR.11 - Number of innovations supported through USG assistance with demonstrated uptake by the public and/or private sector (Indicator 6.2)	LOP: 2	Year 4: 1 LOP: 1	Y	See Indicator 6.2 for more information.

Annex 3: Members of the SALT Advisory Committee

Members of the SALT Advisory Committee

SALT Co-Design Advisory Committee Year 1	SALT Advisory Committee Year 2	SALT Advisory Committee Year 3	SALT Advisory Committee Year 4
Embassy of Japan	Embassy of Japan	Embassy of Japan (TBD)	Embassy of Japan
Environmental Justice Foundation	Environmental Justice Foundation	Environmental Justice Foundation	Environmental Justice Foundation
EU	EU	EU	EU (TBD)
			Fisheries Transparency Initiative (FiTI)
Future of Fish	Future of Fish	Future of Fish	Future of Fish
		Iberostar	Iberostar
Moore Foundation*	Moore Foundation*	Moore Foundation*	Moore Foundation*
NOAA	NOAA	NOAA	NOAA
North Atlantic, Inc. / Bali Seafood Initiative	North Atlantic, Inc.		
Packard Foundation*	Packard Foundation*	Packard Foundation*	Packard Foundation*
			Philippines' Bureau of Fisheries and Aquatic Resources

State Department	State Department	State Department	State Department
Thai Union			
USAID*	USAID*	USAID*	USAID*
Walton Family Foundation*	Walton Family Foundation*	Walton Family Foundation*	Walton Family Foundation*
WWF	WWF	WWF	WWF
	ANOVA Food LLC	*ANOVA Foods LLC representative moved to Seafood Stewardship Index and the position has not been refilled.*	*ANOVA Foods LLC representative moved to Seafood Stewardship Index and the position has not been refilled.*
	CSIS	CSIS	CSIS
	Marine Stewardship Council	Marine Stewardship Council	Marine Stewardship Council
		Francisco Blaha (Expert)	Francisco Blaha (Expert)
		GTA	GTA
		Richard Stavis (Expert)	Richard Stavis (Expert)
		Seafood Stewardship Index	Seafood Stewardship Index

* SALT founding GDA partner

** Unofficial participant

Annex 4: Organizations on the eCDT Consultative Committee (n = 29)

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

Annex 5: Organizations in the SALT Community in Year 4 (n = 697)

2 Sisters Food Group	Compass Group	FishWise	International Pole and Line Foundation (IPNLF)	Nestle-Mars	Scripps Institution of Oceanography	Trademodo
4technology	Comunidad y Biodiversidad, A.C. (COBI)	Florida International University	International Regional Organization for Health in Agriculture (OIRSA)	New England Seafood International Ltd	SCS Consulting	Transnational Alliance to Combat Illicit Trade (TRACIT)
Abajuko Enterprises Limited	Concordia	FlyWire Cameras	International Seafood Sustainability Foundation (ISSF)	NEXUS Institute and Warnath Group, LLC	SCS Global Services	TraSeable
Abalobi	Conexmar	FMO, Dutch development bank	International Transport Workers' Federation (ITF Global)	Niparaja, A.C.	Sea Choice	Tri Marine Group
Accenture	Confederacion Espanola de Pesca (Cepesca)	Fondo Nacional de Desarrollo Pesquero (FONDEPES)	International Union for Conservation of Nature (IUCN)	Norpac Fisheries Export	Sea Delight, LLC	Trident Systems
Adessium Foundation	Conservation Alliance for Seafood Solutions	Food and Agriculture Organization of the United Nations (FAO)	International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations (IUF)	North Atlantic Fishing Company Limited	Sea Farms Ltd	Trimarine
ADM Capital Foundation	Conservation International (CI)	Food Industry Association (FMI)	Interpol	North Atlantic Inc.	Sea Quest	Trophia
ADRA Yemen	Conservation X Labs	Food Marketing Research & Information	IPB university	North Sea Foundation	Sea to Table	Trust for Conservation Innovation

		Center				
Adviser to President of FRA	Consulate General of Bangladesh	Food Marketing Solutions (FMS)	Ipswich Shellfish Company	Northern Fishermen Co-operative Society, Ltd	Sea Urchin Harvest	Trygg Mat Tracking
AETS Consulting	Consultant	For Freedoms	iRespond Global	Norwegian Agency for Development Cooperation	Seafarers Union of Burma	Tunisian Agency for Professional Training
Afritex Ventures Limited	Consumer Goods Forum	Fortify Rights	ISEAL Alliance	Nueva Pescanova	SEAFDEC	Turtle Island Restoration Network
AGNESPARK FISHERIES LTD.	Consumer Products International	Fortune Fish & Gourmet	Island Foundation	Oak Foundation	Seafish	Tx Tomorrow Explored
AGRIL	Control Union	Foundation for Education and Development (FED)	Issara Institute	Ocean Caucus Foundation	Seafood Advisory Ltd.	U.S. Coast Guard
Ahold Delhaize	Cooperativa de Pesca Mujeres de la pesca artesanal y Borde Costero Arica Camarones	The Freedom Fund	iTuna Intel	Ocean Conservancy	Seafood Analytics	U.S. Department of the Treasury
Alaska Bering Sea Crabbers	Cornell University	Friends of Cocos Island Foundation	James Beard Foundation (JBF)	Ocean Outcomes	Seafood Commons	U.S. Embassy
Albertsons Companies	Costa Rica Forever	fTRACE GmbH	Japanese Consumers Co-operative Union	Ocean Policy Research Institute (OPRI)	Seafood Intelligence	U.S. Naval Research Laboratory
ALDI South Group	Costco	Fundacion MarViva	Japanese Union	Ocean Research	Seafood Ninja, Inc.	U.S. Navy
Altermyth	Cp Food Products Inc	Fundación Vida Silvestre Argentina	Jealsa Rianxeira	Ocean Saving Farms	Seafood Task Force	U.S. Office of the Director of National Intelligence
Althelia Sustainable Ocean Fund	Crown Prince, Inc.	Funding Fish	Joint Chiefs of Staff	Ocean Unite	Seafood Watch (SFW)	U.S. Southern Command
Alvin Gaskin	CSD	Future of Fish (FoF)	Joseph Robertson (Aberdeen) Ltd	Ocean Wise Conservation	SeafoodMatter	Uilapesca

				Association		
Ancomar	Culinary Collaborations LLC	Futuristic Aviation and Maritime Enterprises (FAME)	Just Kai	Oceana	Seafresh Group	UN Division for Ocean Affairs and the Law of the Sea
ANFACO	Dakshin	FUTURO SOSTENIBLE	Kaiko Bussan Inc.	OceanMind	SeafSoft Seafood ERP	Underwriters Laboratories
Angelakis Bros	Dalhousie University	German Federal Research Institute of Rural Areas, Forestry, and Fisheries	Kaiser Permanente	Oceano Azul Foundation	Sealed Air	United Nations Global Compact
Annice Marie Fisheries	David & Lucile Packard Foundation	Gesellschaft für Internationale Zusammenarbeit (GIZ)	KfW Development Bank	Oceans 5	SeaPact	United Nations Office on Drugs and Crime (UNODC)
Aqua Star	David Suzuki Foundation	Get Articles Done	Kingfisher Foundation	Odaku Online Services Private Limited	Seatech Corporation	United States Agency for International Development (USAID)
Aquaculture Stewardship Council (ASC)	de Volkskrant	Global Aquaculture Alliance's Best Aquaculture Practices Certification (BAP)	Kingfisher Holdings, Ltd.	Office Roku	Secretariat of the Pacific Community	Universidad de Costa Rica
Aquamarine Seafood SA	Department of Fisheries, Thailand	Global Environment Facility	Kiribati Fish Ltd	One Earth Future Foundation	Sedna Technologies	Universidad Nacional del Callao (UNAC)
Aquarium of the Pacific	Department of Environmental and Geographical Sciences, University of Cape Town	Global Financial Integrity	Kiribati Seafood Safety Verification Authority	Opagac	Senator Christopher A. Coons	University of Alaska
Arizona State University	Department of Fisheries, Brunei	Global Fishing Watch	KSAT	Open SC	Servicio Nacional de Pesca y Acuicultura (SERNAPRESCA), Chile	University of British Columbia (UBC)
Arlene Busch	Department of	Global Food &	Laava ID Pty Limited	Open Society	SGS Group	University of California

	Fisheries, Cambodia	Nutrition Inc.		Foundations		Davis
Asia Foundation	Department of Fisheries, Myanmar	Global Food Networks	LANEVI	OpsSmart Global	Shanghai Jiao Tong University	University of California San Diego (UCSD)
Associated British Foods	Department of Fisheries, Thailand	Global Fund to End Modern Slavery	Leads On Demand	Orca Bay Seafoods	Shanghai Ocean University Pudong	University of California, Berkeley
At-Sea Processors Association	Department of Primary Industries, Water and Environment (DPIPWE), Tasmania	Global Seafood Assurances (GSA)	Legit Fish Inc	order-fulfillment.net	Shellcatch	University of Florida (UF)
Ata Marie Group	Direccion General Maritima (DIMAR), Colombia	Global Sustainable Seafood Initiative (GSSI)	Liberia Maritime	Oregon State University	Shift	University of Lancaster
Audubon Nature Institute G.U.L.F.	Director of Fisheries Transformation Industries (DITP)	Global Tuna Alliance (GTA)	Liberty Asia	Organic Ocean	Shook Hardy & Bacon	University of Manitoba
Australian Fisheries Management Authority (AFMA)	Directorate of Fisheries Protection and Surveillance (DPSP)	GLOBALG.A.P.	LIDL Spain and Corporate	Organismo Nacional de Sanidad Pesquera (SANIPES), Perú	Simeone Consulting, LLC	University of Maryland
Avery Dennison	Directorate of Fisheries, Norway	GoChain	Lusamerica Foods Inc	Overseas Fisheries Development Council of the Republic of China	Sinerxia Plus Consultora SLU	University of Rhode Island's Coastal Resource Center
Background Stories	Diversified Communications (SeafoodSource)	Good Earth	Lyons Seafood Co.	Oxfam	Sirubai Voko Tribe Association (SVTA)	University of Sao Paulo
BackTracker	DOCAPES	Good Fish Foundation	Marine Change Ltd	Oxford University	SK Latam	University of Southampton
Bali Seafood International	Dragonfly Data Science	Google	Marine Conservation Institute	Oyster Tracker	Skytruth	University of Virginia
BASF	Eachmile Technologies	Gordon and Betty Moore Foundation	Marine Conservation Society	Pacific Andes	SmartCatch	University of Washington
Beaver Street Fisheries	Earth Island	Goswami LLC	Marine Gold Products	Pacific Islands Forum	SmartFish	University of Western

Inc.				Fisheries Agency (FFA)		Australia
Belize Ministry of Agriculture, Fisheries, Forestry, The Environment & Sustainable Development	Earth Twine	Government Accountability Office (GAO)	Marine Stewardship Council (MSC)	Pacific Islands Tuna Industry Association (PITIA)	Social Accountability International	US Department of Homeland Security (DHS)
Best Aquaculture Practices (BAP)	Earthworm Foundation	Government of Canada	Marisla Foundation	Pacific States Marine Fisheries Commission	Social Solutions International	US Department of Labor (DOL)
Binca Group	East Bay Seafood	Government of Chile	Maritech Dynamics	Pacifical	SOCSKSARGEN Federation of Fishing and Allied Industries (SFFAI)	US Department of State
Binh Dinh Sub-DFISH	East Coast Shellfish Growers Assoc	GR Japan	Marks and Spencer	Paiche	Sodexo	US Fish and Wildlife Service
BIOMAR ECUADOR	Eco-Voice	Grande Distribution SUARL	Mars Inc.	Parties to the Nauru Agreement (PNA)	Solander Group	US Foods: Food Services of America
blacksolo	Ecologists Without Borders	Greenovation Hub	Marshall Islands Marine Resources Authority	PATH Foundation Philippines, Inc.	Solidaridad Network	USAID Asia
Bloomberg Philanthropies	Ecology Action Centre	Greenpeace	MarViva	Paula Lombardo Environmental Communications Consulting	Solidarity Center	USAID Ocean & Fisheries Partnership / Tetra Tech
Blue Moon Fund	Ecotrust Canada	Grobest	MASCATO SALVATERRA S.L.U.	Peaks Development	SolTuna Limited	USAID SEA Indonesia
BLUE PACÍFICO SAC	Ecuacultivos	Groupement Interprofessionnel des Produits de la Pêche (GIPP)	Masyarakat Dan Perikanan Indonesia	Pelagic Concepts, LLC	Songa	Veramaris
Bluefin Data	Ecuadorian Chamber of Tuna Industries and Processors (CEIPA)	Grupo Frinsa	Mava Foundation	Pelagic Data Systems	SourceTrace	Vericatch Solutions Inc

BlueSeeds	ELEVATE	Grupo Tortuguero	McKeever Films, Inc.	Pelagikos	Southcom	Verité
Blueyou Consulting Ltd	Embassy of Japan	GS1	Meloy Fund	Pescadolus	Southern Breeze Seafood	Viamo
Bon Appetit	Empacadora Bilbo S.A.	GTS Global Traceability	Memorial University of Newfoundland	Pet Food	Stanford University	Viceministerio de Acuacultura y Pesca
Bristol Seafood	EMPACADORA DUFER	Gulf of Maine Research Institute (GMRI)	Merck Animal Health	Philippines Bureau of Fisheries and Aquatic Resources (BFAR)	State Of Maryland	Vietnam Tuna Association (VinaTuna)
Bumble Bee Seafoods	EnGen Collaborative	Gulf of Mexico Reef Fish Shareholders' Alliance (GMRFSA)	Meridian Institute	PI Fisheries Forum Agency	Stimson Center	Virgil Group LLC
Bureau Veritas	ENTEAM ORGANIZATION	Harta Samudra	Metcalfe's Market	Plan International	Stockholm Resilience Centre	Virginia Aquarium & Marine Science Center
Cadu Consult	Environmental Defense Fund (EDF)	Harvard SHINE	Metro AG	Planet	Stony Brook University	Voix
Caistor Seafoods Ltd	Environmental Defense Fund (EDF) de México	Harvest Select/Steel City Seafood	MGB	Planet Tracker	Stop Illegal Fishing	Vulcan Inc.
California Ocean Alliance	Environmental Justice Foundation (EJF)	Havs- och vattenmyndigheten	Ministère des Pêches Maritimes, Morocco	Plenumsoft Marina	Stop the Traffik	Wageningen University
Cámara Nacional de Acuacultura (CNA), Ecuador	Environmental Law Institute (ELI)	Haymarket Business Media	Ministry Fisheries and Marine Resources, Melanesia	Port Nicholson Fisheries	Sustainable Fisheries Partnership (SFP)	Walmart Foundation
Cape Cod Commercial Fishermen's Alliance	Envisible	Hen Mpoano	Ministry Fisheries and Marine Resources, Solomon Islands	Postelsia	Sustainable Shrimp Partnership (SSP)	Walmart Inc.
Cape Seafoods	Epikso (Epik Solutions)	High Liner Foods Inc	Ministry for Primary Industries (MPI), New Zealand	Powergenaretor	Swedish Agency for Marine and Water Management	Walton Family Foundation (WFF)
CARE Program	Equal Play	Hilton Food Group	Ministry of Agriculture and Fisheries, Oman	Praxis Labs	Swedish International Development Cooperation Agency (Sida)	Waterloo Foundation (FF)

Cargill Inc.	Ergon Associates	Homey & Fox	Ministry of Agriculture and Rural Development, Vietnam	Procesadora Posorja PROPOSORJA S.A.	Synfiny	Waxman Strategies
Catapult	Eroski	Hortense Lyttleton	Ministry of Agriculture, Bahamas	ProDelphinus	Systems, Applications, and Products in Data Processing (SAP)	WE In the World
CEAEXPORT	ESP Associates	Human Rights and Business Award Foundation	Ministry of Agriculture, Forestry, and Fisheries, Japan	Programa Nacional de Innovación en Pesca y Acuicultura (PNIPA), Peru	Talleys	Wegmans Food Markets
CeDePesca	Estela Medioambiente	Human Rights and Development Foundation	Ministry of Fisheries and Aquatic Resources Development, Sri Lanka	PROMAROSA CIA.LTDA.	Tam Quan Fishing Port	Western and Central Pacific Fisheries Commission (WCPFC)
Center for Advanced Defense Studies (C4ADS)	EU Embassy	Human Rights at Sea	Ministry of Fisheries and Marine Resources, Somalia	Pronatura Noroeste	Target	Whole Oceans
Center for Alliance of Labor and Human Rights (CENTRAL)	European Commission	Human Rights Watch	Ministry of Fisheries Department, Tanzania	Prov Trade	TBD Economics, LLC	WildAid
Center for Alliance of Labor and Human Rights (CENTRAL), Cambodia	Export Development Canada (EDC)	Humanity United	Ministry of Fisheries, Fiji	PT Minaca Selaras	Te Rūnanga o Ngāi Tahu	WildAid Marine
Center for American Progress	Fair Hiring Initiative	Hy-Vee Inc	Ministry of Marine Affairs and Fisheries (MMAF), Indonesia	Purple Sail Consulting	Tech Futures Lab	Wildlife Conservation Society
Center for Ocean Solutions (COS)	Fair Trade Fish	Iberconsa	Ministry of Production (PRODUCE), Peru	Rabobank	Teem Fish Monitoring Inc.	Winrock International
Center for Strategic and International Studies (CSIS)	Fair Trade USA	Iberostar	Mitsui Foods	Rainforest Foundation US	Tesco PLC	Women in Fisheries Network Fiji
Centre for	Fairagora	IBM	Mongabay	Rare	Tetra Tech	Women in the Seafood

Environment, Fisheries and Aquaculture Science (Cefas)						Industry (WSI)
Centre for International Law, National University of Singapore	FBCourses.net	Icicle Seafoods Inc	Monterey Bay Aquarium (MBA)	Real Good Fish	Thai Royal Frozen Food Co., Ltd	Woodrow Wilson Center
Centre for Marinelife Conservation and Community Development (MCD)	FINNZ	Indian Institute of Management, Kozhikode	Mote Marine Laboratory	Resiliensea Group LLC	Thai Union Group	Woods Hole Group
Centro de Estudios de Sistemas Sociales (CESSO)	Fish 2.0	Indonesian Consulate	MRAG	Resolve	The Danish Institute For Human Rights	Woolworths Group
Ceres	Fish Inspection and Quality Control Division, Department of Fisheries Thailand	Indonesian Embassy	MRC Fisheries	Resonance	The Fishin Co	World Bank
CGIAR	FIsh RIght	Indonesian Pole & Line and Handline Fisheries Association (AP2HI)	MSU Naawan Foundation	rfXcel	The Global Environment Facility (GEF)	World Benchmarking Alliance (WBA)
Chainpoint	Fish Tracker	Infofish	Mt Cook Alpine Salmon Ltd	Rockefeller Foundation	The Global Partnership for Sharks and Rays (GPSR)	World Economic Forum
Charlotte Opal	FishChoice	Infratab, Inc.	Mudkrabba	Rockefeller Philanthropy Advisors	The Happy Fish Project	World Ocean Council
Chefs Trading	FisherFolkFirst	Inland Seafood	Multi-Stakeholder Initiative for Accountable Supply Chain of Thai Fisheries (MAST)	Royal Swedish Academy of Sciences	The Labour Rights Promotion Network Foundation (LPN)	World Resources Institute (WRI)
Chicken of the Sea	Fisheries and Oceans	Inmarsat	National Chamber of	Rubicon Resources	The Minderoo	World Seafood

	Canada (DFO)		Aquaculture		Foundation	Producers (WSP)
China Blue	Fisheries Authority, Papua New Guinea	Institut National de Recherche Halieutique (INRH)	National Commission for Aquaculture & Fisheries, Mexico	Ruby Seas USA, Inc.	The Nature Conservancy (TNC)	World Wildlife Fund (WWF)
Chinese Aquatic Product Processing and Marketing Alliance	Fisheries Committee for the West Central Gulf of Guinea (FCWC/CPCO)	Institute of Food Technologists (IFT)	National Fish and Wildlife Foundation (NFWF)	RWS	The Ocean Foundation	World Wildlife Fund (WWF) Ecuador
Círculo de Políticas Ambienatles	Fisheries Council of Canada	Institute on Science for Global Policy	National Fisher's Coop	Safe Quality Seafood Associates	The Oyster Bar	World Wildlife Fund (WWF) New Zealand
City College of San Francisco	Fisheries Department, Belize	Intact Systems	National Fisheries Institute (INAPESCA), Mexico	SafetyNet Technologies	The Pew Charitable Trusts	World Wildlife Fund (WWF) Peru
Clean Cities Blue Ocean	Fisheries Management and Compliance, Singapore	Integrated Benefits Institute	National Fisheries Institute (NFI)	Saildrone	The Sustainability Incubator	World Wildlife Fund (WWF) Philippines
CleanStart Design Group	Fisheries Observer	Integrated Monitoring	National Food Safety and Quality Service, Argentina (SENASA)	Sainsbury	The Sustainable Trade Initiative (IDH)	World Wildlife Fund (WWF) South Africa
Client Earth	Fisheries Protection and Oversight, Senegal	Intelfin	National Geographic Society (NGS)	Salt Saloon	The University of Exeter	WorldFish Center
Cohesive Communications	Fisheries Research and Education Association of Japan	Intercultural Center for the Study of Deserts and Oceans (CEDO)	National Marine Fisheries Research Institute, Poland	Santa Monica Seafood	The University of Western Australia	WPS
CollaborateUp	Fisheries Trade Inspection Section, Thailand	International Commission for the Conservation of Atlantic Tuna (ICCAT)	National Marine Sanctuary Foundation	Sapmer	ThisFish	Yayasan Konservasi Alam Nusantara (YKAN)
Collecte Localisation Satellites (CLS)	Fisheries Transparency Initiative (FiTi)	International Corporate Accountability Roundtable (ICAR)	National Maritime Intelligence-Integration Office (NMIO)	Save the Children	Thomson Reuters	Young's Seafood

ColomboSky	Fisheries Commission Ghana	International Justice Mission	National Network of Local Artisanal Fisheries Counsels of Senegal	Scaling Blue, LLC	Tilson	YuTechs, LLC
Colorado State University	Fishery Networks	International Labor Rights Forum (ILRF)	National Network on Women in Fisheries	Schmidt Marine Technology Partners	Tomifuji Co Ltd	Zunibal
Columbia University	FishFirst Consulting	International Labour Organization (ILO)	National Oceanic and Atmospheric Administration (NOAA)	School of Fisheries at Fisheries and Marine Institute of Memorial University of Newfoundland	Total Seafood	
Comisión Nacional de Acuacultura y Pesca (CONAPESCA)	Fishpeople Seafood	International Maritime Organisation (IMO)	Natural Resources Defense Council (NRDC)	Scitech International	Trace Register	
Commonwealth Scientific and Industrial Research Organisation (CSIRO)	Fishtag	International Organization for Migration	Negocios Industriales Real S.A (NIRSA)	ScoringAg	Trade up Africa	

Annex 6: Countries Represented in the SALT Community (n = 86)

Note: 455 SALT Community Members have not identified their mailing country or region.

Country	# of SALT Members	Country	# of SALT Members	Country	# of SALT Members
Algeria	3	Greenland	1	Philippines	22
Argentina	5	Guatemala	1	Poland	1
Australia	21	Hong Kong	2	Portugal	2
Austria	1	India	8	Puerto Rico	1
Bahrain	1	Indonesia	34	Réunion	1
Bangladesh	1	Ireland	3	Saint Vincent and the Grenadines	1
Belgium	4	Italy	8	Senegal	6
Belize	7	Japan	14	Serbia	1
Bonaire, Sint Eustatius and Saba	1	Jersey	1	Seychelles	2
Bosnia and Herzegovina	1	Kenya	1	Singapore	9
Brazil	5	Kiribati	3	Solomon Islands	8
Brunei	1	Kuwait	1	Somalia	1
Cambodia	1	Latvia	1	South Africa	4
Canada	33	Liberia	3	South Korea	2
Cayman Islands	2	Luxembourg	1	Spain	25
Central African Republic	1	Malaysia	4	Sri Lanka	1
Chile	9	Marshall Islands	1	Sweden	4
China	7	Mexico	40	Switzerland	2
Colombia	1	Micronesia	1	Taiwan	2

Costa Rica	5	Morocco	5	Tanzania	2
Denmark	2	Myanmar	2	Thailand	17
Ecuador	32	Netherlands	16	Tunisia	6
El Salvador	1	New Zealand	10	Turks and Caicos Islands	1
Fiji	2	Norway	3	United Kingdom	34
Finland	2	Oman	1	United States	382
France	8	Panama	2	Vanuatu	1
Gabon	1	Papua New Guinea	3	Vietnam	25
Germany	12	Paraguay	1	Yemen	1
Ghana	5	Peru	33		

Annex 7: SALT GDA Leverage

The GDA partner leverage has substantially increased in Year 4. This leverage increase is likely due to the launch of globally relevant products such as the Comprehensive eCDT Principles & Pathway.

GDA Partner	Year 1	Year 2	Year 3	Year 4	TOTAL
Walton Family Foundation	$ 1,595,000	$900,000	$1,447,500	$2,948,500	$6,891,000
Packard Foundation	-	$275,000	$1,420,000	$1,588,500	$3,283,500
Moore Foundation	-	$100,000	$125,000	$375,000	$600,000
TOTAL	**$1,595,000**	**$1,275,000**	**$2,992,500**	**$4,912,000**	**$10,774,500**

The SALT cooperative agreement does not have a cost sharing requirement. However, FishWise recognizes the value of cost sharing to help sustain a robust program in Years 3-6. In Year 1, FishWise received $25,000 in funding from the Walton Family Foundation to support travel from members of under-represented groups to participate in SALT meetings. Due to the global travel ban the funding period of performance was extended until the beginning of Year 5.

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