

Engaging the Private Sector for Sustainable Seafood: Insights and Lessons Learned

Written by:

Nadine S. Bartholomew

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Fish exports and trade is a major source of income for developing countries. They represent close to 50% of global fish exports with their annual net export revenues exceeding US\$25 billion. Jobs are created in production, processing and trade, and local food security is strengthened through the nutritional contribution of fish to human consumption. In fish production, capture fisheries as well as fish farming, a large share is carried out by the small-scale sector. It is therefore of crucial importance to arrive at policies that safeguard the interests of the small-scale producers not only by enabling them to access international markets but also to obtain prices and margins that let them achieve long-term sustainability from an economic, social and biological resource perspective.

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Abbreviations and Acronyms

BAP Best Aquaculture Practices
BMEA Bahamas Marine Exporters Association
BSI P.T. Bali Seafood International
CGI Clinton Global Initiative
DMR Bahamas Department of Marine Resources
EDF Environmental Defense Fund
E.U. European Union
FAO Food and Agriculture Organization of the United Nations
FIP Fishery Improvement Project
G-FISH Global FISH Alliance
IUU Illegal, Unreported and Unregulated
MSC Marine Stewardship Council
NAI North Atlantic, Inc.
NFI National Fisheries Institute
NGO Non-governmental organization
NOAA National Oceanic and Atmospheric Administration
PPP Public-private partnerships
SCALE System-wide collaborative action for livelihoods and the environment
SFP Sustainable Fisheries Partnership
SLI Spiny Lobster Initiative
SMART Specific, Measurable, Attainable, Relevant, and Time-bound
SOFIA The State of World Fisheries and Aquaculture 2012
Sq Km Square Kilometers
TNC The Nature Conservancy
USAID The U.S. Agency for International Development
U.S. United States
USD United States Dollars
WSR Whole system in the room
WWF World Wildlife Fund

PURPOSE

The purpose of this guide is to highlight how the private sector, conservation community, government agencies, and charitable foundations engage in meaningful dialogue and build public-private partnerships that promote sustainable fisheries and aquaculture. This guide includes best practices in developing collaborative efforts and explores how stakeholder engagement processes currently underway and planned for the future can drive responsible practices in the workplace, marketplace, community, and environment.

Through this guide the U.S. Agency for International Development (USAID) will investigate and communicate how varied and innovative market-based approaches were used by Global FISH Alliance (G-FISH) partners to identify resources, focus on gaps in technical expertise, and improve fisheries management for wide-scale impact.

Comments from sixteen contributors were compiled to 1) share three case studies from developing world fisheries, 2) explore the best practices in public-private partnerships from the conservation community, and 3) outline the perspectives and key lessons learned from the seafood industry and charitable foundations.

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Jimmy Andino, Chief of Party, Spiny Lobster Initiative (SLI)
Jennifer Barker, Director, Global FISH Alliance, FHI 360 Environment
Barbara Best, Senior Costal Resources and Policy Advisor, USAID
John Connelly, President, National Fisheries Institute (NFI)
Larry Epstein, Project Manager, Environmental Defense Fund – Belize
Gavin Gibbons, NFI Staff Lead, The Crab Council
Mia Isaacs, President, Bahamas Marine Exporters Association (BMEA)
Andrei Klimenko, Director of Development, Sustainable Fisheries Partnership (SFP)
Jerry Knecht, Founder and President, North Atlantic, Inc. / P.T. Bali Seafood International (BSI)
Jesse Marsh, Acting Director, Major Buyer Initiative, World Wildlife Fund (WWF)
Meredith Lopuch, Program Officer, The Gordon and Betty Moore Foundation, Marine Conservation Initiative
Dawn Martin, President, SeaWeb
Lisa Monzón, Program Officer, The David and Lucile Packard Foundation, Marine Fisheries Program
Carmen Revenga, Fisheries Strategy Lead, The Nature Conservancy Global Priorities Group
Brandon Tidwell, Manager of Sustainability, Darden Restaurants
Pedro Zapata, Director, Ocean Programs, EDF Mexico

OVERVIEW

Consumer tastes drive demand in the food retail and food service industries, and today more and more consumers are taking environmental and social considerations into account when purchasing products and services. To meet growing customer demand, leading U.S. companies like Darden Restaurants, Inc., Wal-Mart Stores, Ahold USA, Publix Super Markets, and Food Services of America have made public commitments to sourcing sustainable seafood and will soon require all fresh and frozen, farmed and wild seafood suppliers to become third-party certified as sustainable using Marine Stewardship Council (MSC), Best Aquaculture Practices (BAP) or equivalent standards.

Seafood products are one of the most important internationally traded food commodities. According to the Food and Agriculture Organization of the United Nations (FAO) publication, *The State of World Fisheries and Aquaculture (2012)*:

- Capture fisheries and aquaculture supplied the world with about 148 million tonnes of fish in 2010 (with a total value of US\$217.5 billion), of which about 128 million tonnes was utilized as food for people.
- Concerning utilization of the world's fish production, 40.5 percent (60.2 million tonnes) was marketed in live, fresh or chilled forms, 45.9 percent (68.1 million tonnes) was processed in frozen, cured or otherwise prepared forms for direct human consumption, and 13.6 percent destined for non-food uses in 2010.
- Fisheries and aquaculture provided livelihoods and income for an estimated 54.8 million people engaged in the primary sector of fish production in 2010, of whom an estimated 7 million were occasional fishers and fish farmers.
- Apart from the primary production sector, fisheries and aquaculture provide numerous jobs in ancillary activities such as processing, packaging, marketing and distribution, manufacturing of fish-processing equipment, net and gear making, ice production and supply, boat construction and maintenance, research and administration. All of this employment, together with dependants, is estimated to support the livelihoods of 660–820 million people, or about 10–12 percent of the world's population.
- The seafood industry in Latin America and the Caribbean accounts for 3.6 percent of the 54.8 million people engaged in the world's primary sector of fish production, having almost 2 million people engaged as fishers and fish farmers.

PUBLIC-PRIVATE PARTNERSHIPS: IMPROVING FISHERIES IN THE DEVELOPING WORLD

Public-private partnerships (PPP) can be described as the collaborative use of financial investments and technical expertise from multiple stakeholders to develop and implement a public project. This model is primarily used when sufficient funding is not readily available from any one sector or stakeholder group. In support of their public commitments to sustainability, seafood industry leaders have been working with key stakeholders – from fishermen and fish farmers to non-governmental organizations, processors, distributors, retailers, restaurants, food service providers, and government agencies – to develop public-private partnerships that take a proactive role in improving the environmental and social conditions of fisheries, farms and processing plants worldwide.

Engaging all individuals and organizations who have a vested interest in fisheries helps to ensure a sustainable systematic solution where stakeholders at every stage of the supply chain become committed to implementing action plans created together and to sharing resources.

According to NOAA Fisheries, the United States imports 91 percent of its seafood, about half of which is from aquaculture. Therefore, it could be argued that preserving or restoring the health of key global fisheries is vital to the ongoing security of the U.S. food supply. To support marine conservation efforts in geographically strategic locations like Asia, Latin America and the Caribbean, key stakeholders in the U.S. seafood industry have initiated public-private partnerships in the Bahamas, Honduras and Indonesia.

BAHAMAS SPINY LOBSTER FISHERY IMPROVEMENT PROJECT (FIP)

Situated approximately 200 miles from Miami, Florida, the Commonwealth of the Bahamas is an archipelago of roughly 3,000 small islands and cays that boasts a land area of about 13,935 sq km and a total continental shelf area of approximately 116,550 sq km. Fishing communities, and accompanying landing sites for fishing vessels, are found throughout these islands.

The fishing industry is the country's third largest source of revenue after tourism and the financial sector. According to the Food and Agriculture Organization of the United Nations publication entitled, *National Fishery Sector Overview of the Commonwealth of the Bahamas*, over 90 percent of the spiny lobster landed in the Bahamas is exported. Reportedly, 60 percent goes to the United States (U.S.), 30 percent goes to the European Union (E.U.), and 10 percent goes to Canada. In 2007, landings of spiny lobster totaled 6,977 tonnes at an approximate value of US\$70 million.

In 2009, the Bahamas Department of Marine Resources (DMR) and the World Wildlife Fund (WWF) shared their mutual concerns about the environmental impacts of the Bahamas' commercial fishing practices and facilitated the completion of a Marine Stewardship Council (MSC) pre-assessment. The Bahamian seafood industry was encouraged to take a leadership role in the nation's fishery reform efforts. Rising to meet this challenge, in 2010 the country's licensed seafood exporters formed a new industry group called the Bahamas Marine Exporters Association (BMEA).

The BMEA partnered with the World Wildlife Fund (WWF), the Bahamas Department of Marine Resources (DMR), The Nature Conservancy (TNC), Friends of the Environment in Abaco, and other local NGOs and fishermen. Together this public-private partnership developed and implemented a strategy to improve the lobster fishery under an initiative known as the Bahamas Spiny Lobster Fishery Improvement Project.

The ultimate goal of this FIP was to have the fishery certified as sustainable by the MSC, so a work-plan and improvement objectives were designed to promote fishing practices that would ensure the fishery performed at a level consistent with MSC standards.

According to Mia Isaacs, President of the Bahamas Marine Exporters Association (BMEA), "The FIP team is very action oriented, so we meet regularly to share ideas, plan our work, and track our progress. Working together is definitely a key component to the projects progress. We give our time, technical expertise and finances because we believe our efforts to encourage effective management and sustainability of the country's marine resources will benefit and secure a productive future for all Bahamians."

Since the project's inception, the BMEA and its partners have successfully completed a number of activities including: completing a stock assessment for lobster populations; establishing a data collection system; reviewing the occurrences and implications of Illegal, Unreported and Unregulated (IUU) fishing in the country; conducting stakeholder meetings with fishermen, buyers, community members, and government officials to increase awareness of the issues facing the lobster industry; supporting the Catch Certificate Program implemented by the DMR; and implementing a zero tolerance policy against harvesting, buying and selling of undersized lobster tails.

"We wanted to match the funds contributed by our partners, so BMEA members voluntarily agreed to have fees of 5 cents USD per pound of exported lobster levied against them. A 'nickel per pound' is the slogan we used when making our presentations. In the beginning it was challenging to get everyone together on this, but we knew that it was important to have co-ownership of the process and a financial stake in the project. Self-funding was instrumental to the success of the project. We did and will continue to do our part," continued Isaacs. "In an industry that lands 5 million pounds of spiny lobster annually, the fees could total US\$250,000. This is a huge investment for our industry, but the end goal for many BMEA members is responsible management of the spiny lobster fishery, greater opportunities for the fishery to enter new markets and the increased brand value of 'Product of the Bahamas', which benefits our entire country."

GLOBAL FISH ALLIANCE – SPINY LOBSTER INITIATIVE (HONDURAS)

Honduras, officially the Republic of Honduras, is part of the Central American Isthmus and has an area of 112,492 sq km. The seafood sector (fisheries and aquaculture) accounts for approximately 5 percent of the country's GDP. According to the United Nations Food and Agricultural Organization (FAO) report entitled, *Value-chain Analysis of International Fish Trade and Food Security in the Republic of Honduras*, the country produced 1,112 tons of Caribbean spiny lobster in 2007, which represented approximately 2.7 percent of the country's overall seafood production that year. Reportedly, the United States is the major buyer of Caribbean spiny lobster from Honduras.

In 2008, USAID, FHI 360 (formerly AED), and Darden Restaurants, Inc., joined forces to initiate the Global FISH Alliance (G-FISH) Spiny Lobster Initiative (SLI), a public-private partnership aimed at leveraging the marine conservation initiatives of stakeholders from the government, private, civil society, and environmental sectors who were connected to the spiny lobster value chain in Honduras and Nicaragua.

In 2009, the Honduran Spiny Lobster Initiative hosted its first multi-stakeholder meeting based on FHI 360's SCALE model. The expressed goals of the meeting were to 1) create a space for reflection and analysis among the principal actors involved in the area of lobster fishing in Honduras, 2) strengthen the existing communication networks, identify synergies and promote new alliances, 3) create new strategies and identify future areas for action, and 4) make commitments for concrete actions towards reaching common short, medium and long term goals.

Jimmy Andino, Chief of Party for the Spiny Lobster Initiative (SLI) in Honduras, commented: "I learned early on that while marine conservation is a passion of mine, fishing represents the lives and livelihoods of many of the stakeholders who participated in our meetings. Scuba diving to catch spiny lobster has been practiced in Honduras for over thirty years and is the main economic activity for the indigenous Miskito people. Much of the catch is done on board the industrial fleet, but often the divers do not have employment contracts or proper training on the use of specialized diving equipment."

The Honduran lobster industry is a multi-faceted, dynamic sector with complex and intertwined social, economic and environmental issues, so a 22-member Working Group was created to address eleven common ground goals. Since the project's inception, the Spiny Lobster Initiative and its partners have successfully completed a number of activities including: identifying knowledge gaps and collecting data on fisheries in the north coast of Honduras; identifying zoning sites to conserve the spiny lobster critical habitats in La Moskitia in collaboration with the Center for Marine Ecology; assisting the Roatan Marine Park and the Coral Reef Alliance collaborative in their sustainable seafood campaign; and facilitating the Association of Miskito Divers initiation of action for government assistance to create an environmental plan for La Moskitia.

Over the years, the Global FISH Alliance has succeeded in empowering people to drive their own development process by strengthening their capacity for informed decision making and sustainable, collaborative action. “The Working Group became the Spiny Lobster Initiative and the G-FISH staff guided the process and provided the facilitation and networking needed to create space for innovative thinking and collaboration. With G-FISH the public-private partnership focused on fishery reform also led to social reform and our communities became stronger because of these efforts,” concluded Andino.

THE NATIONAL FISHERIES INSTITUTE’S CRAB COUNCIL

Based in Baltimore, Maryland, Phillips Foods, Inc. (Phillips) is a major importer of pasteurized crab meat in the United States. The company supplies crab cakes, soups, appetizers, seasonings, sauces, crab meat, and seafood skillets to restaurants, retailers and food distributors nationwide. The family-run company also operates or franchises seafood restaurants along the Eastern Seaboard under such names as Phillips Seafood House and Phillips Crab House. Many believe that Phillips was one of the first suppliers to import blue swimming crabmeat to the United States from Indonesia and the Philippines.

In 2009, Steve Phillips, President and CEO of Phillips Foods, Inc., organized a meeting of U.S. importers of crab meat to explore concerns about the decreasing sizes of the Asian crab available on the market then. That initial meeting was the impetus for the National Fisheries Institute (NFI) Crab Council, which was formed later that year to organize and engage industry stakeholders and provide a common voice for U.S. companies and suppliers who were concerned about the status of the blue swimming crab. In addition to Phillips and NFI, founding members of the Crab Council included Twin Tails Seafood, Handy International, Newport International, Lawrence Street Seafood, Heron Point Seafood, Chicken of the Sea, RGE Agridev Corp., Bumble Bee, and Blue Star.

Today, the NFI Crab Council funds fisheries improvement efforts in Indonesia, the Philippines, Thailand, Vietnam and Sri Lanka. Over the past four years the group has had several accomplishments including: the formation of Crab Producer Associations in Indonesia, the Philippines, Thailand, Vietnam, Sri Lanka and India; the adoption of minimum size requirements on imported blue swimming crab by Crab Council members; working with members to support the Indonesian government’s adoption of a minimum size requirement on blue swimming crab caught in all provinces; and working with members to help the Philippines approve a national crab management plan.

Gavin Gibbons, NFI Staff Lead of the Crab Council, said, “to be successful public-private partnerships need to have a critical mass of pertinent participants willing to lend financial and technical support to the project. Today members of the Crab Council include 16 of the biggest crab buying companies, which engenders a high level of industry engagement and attention. Our members voluntarily contribute 1.5 cents USD per pound of crabmeat sold to fund this project. Though we are primarily self-funded, we also receive support from other partners including the World Bank and the Walton Family Foundation.”

One of the key leverage points the seafood industry brings to public-private partnerships is an in-depth understanding of this unique source of protein. Today, half of the global seafood supply is captured from the wild and the other half is farm-raised (about 600 aquatic species are raised in captivity worldwide). “Having an open mind about scientific data is also very important. NFI understood the importance of building consensus. We helped our members to put aside their natural inclination to compete and to focus instead on universal conservation concerns. That first Council meeting was very sobering as each participant came to realize what the fishery data meant for the industry. NFI’s approach to public-private partnerships is different in that we don’t force preconceived ideas onto the group; rather we provide the information and resources that enable evolutionary changes in mindset and practice. When our members meet with crab suppliers in Indonesia, Vietnam or the Philippines they speak about the U.S. experiences and challenges in fishery management. Our members express concern and the desire to avoid the collapse of another fishery like the Chesapeake Bay Blue Crab fishery. They speak to the in-country fishing industry from a perspective of solidarity. Our message often revolves around our plans to support local fishery improvement efforts to ensure members’ continued access to a better seafood product,” stated Gibbons.

PUBLIC-PRIVATE PARTNERSHIPS: THE NGO PERSPECTIVE

The seafood conservation community is as dynamic and ideologically diverse as the business community, and their approach to public-private partnerships reflects that diversity. Six of G-FISH’s NGO partners identified what they considered to be the key component of highly successful stakeholder engagement efforts around fishery reform, each from their unique organizational perspective.

Six Key Components of Successful PPP include:

- Identifying the right stakeholders
- Acting on credible scientific data
- Communicating effectively
- Setting clear goals, responsibilities and objectives
- Coordinating efforts consistently
- Funding projects sufficiently

IDENTIFYING THE RIGHT STAKEHOLDERS

Broadly defined as any individual or group that can be affected by or that can affect the project's outcomes; stakeholders are all those who need to be considered in achieving a project's goals and whose participation and support can influence its success. FHI 360 is a human development non-profit organization dedicated to improving lives in lasting ways by advancing integrated, locally driven solutions. In 2008, FHI 360 partnered with a network of government, private sector, and community-based groups to implement the Global FISH Alliance Spiny Lobster Initiative. Funded by the U.S. Agency for International Development (USAID) and Darden Restaurants, Inc., this program was aimed at improving fishery management practices on specific fisheries in developing countries.

According to Jennifer Barker, Director, Global FISH Alliance, at FHI 360, "Her organization brings a unique human development understanding to fisheries work. Our 40-plus year history empowering marginalized communities was important to USAID's efforts in Honduras. Our staff recognized the need to engage a broad range of stakeholders to effectively implement marine conservation activities. Working within the SCALE framework, we were able to identify a broad range of non-traditional stakeholders essential to the success of the project. Our efforts catalyzed system-wide changes that resulted in improved awareness of ocean issues and increased citizen engagement in the region. For example, the indigenous Miskito Indians were previously not as engaged in conservation efforts, but we facilitated the dive association's initiation of action for government assistance to create a marine reserve zone in La Moskitia."

Fishery managers recognize the need to engage a broad range of stakeholders to effectively plan and implement marine conservation activities. They also recognize that trying to accommodate too many stakeholder perspectives can stall progress. "The SCALE framework allowed us to develop a strategic view of the social and institutional landscape of the Honduran spiny lobster fishery, and the relationships between different stakeholders and issues. An analysis of stakeholder influence and issue relevance helped us to identify the right stakeholders. This analysis was vital during the initial stages of the public-private partnership and must be an ongoing iterative process," stated Barker.

ACTING ON CREDIBLE SCIENTIFIC DATA

Having access to accurate scientific data is essential to understanding marine ecosystems and finding solutions to issues like habitat degradation and population decline. Continuous assessment of the ecological health of a fishery accompanied by adaptive fishery management practices is necessary for meaningful conservation and restoration. The Environmental Defense Fund (EDF) links science, economics and law to create innovative, equitable and cost-effective solutions to society's most urgent environmental problems. Guided by science, EDF evaluates environmental problems and works to create and advocate solutions that win lasting political, economic and social support.

“Catch shares offer a great example of EDF’s science based fisheries work,” said Pedro Zapata, Director of Ocean Programs at EDF Mexico. “The transition to catch shares from an open access fishery model is often used as an opportunity to implement more robust and effective monitoring and fishery information systems. When this is done effectively, data quality and reporting accuracy improves. This transparency also helps to increase trust among fishermen, managers and other stakeholders.”

Larry Epstein, Project Manager, Environmental Defense Fund – Belize, adds “establishing a rights-based management system like catch shares is the best way to change incentives and influence fishing behavior. Under open access systems fishermen have incentives to race to fish and to overfish. However, by assigning rights through territorial-user areas and/or quotas, fishermen have incentives and the data needed to better understand and steward the resource. Collecting good fishery information and ensuring effective monitoring and compliance is important for all fisheries.”

COMMUNICATING EFFECTIVELY

Managers of public-private partnerships understand that if stakeholders’ perspectives and language are uniformly aligned with the group’s strategic priorities, then the project is likely to succeed. However, the ideological and organizational diversity that exist between business, conservation and government stakeholders can challenge sustained alignment over the long term.

SeaWeb is an international non-profit ocean conservation organization dedicated to using the science of communications to fundamentally shift the way people interact with, and act on behalf of, the ocean. The organization works collaboratively with targeted sectors to encourage market solutions, policies, and behaviors that result in a healthy, thriving marine eco-system, which ultimately promotes a culture of ocean conservation.

Dawn Martin, President, SeaWeb, credits the organization’s theory of change for their unique understanding of cultural diversity and group dynamics, “we strive to explore and understand the different motivations, perspectives and objectives of stakeholders,” said Martin. “By encouraging open and honest conversation in an atmosphere of trust and non-reprisal, we can uncover the assumptions, misinterpretations and subconscious agendas that often lead to issue confusion and project drag. One way that we do this is through our Seafood Summit, where we convene and connect thought leaders and practitioners from industry, government, and the scientific community in discussions that explore the challenges and seek practical solutions for ocean conservation.”

SETTING CLEAR GOALS, RESPONSIBILITIES AND OBJECTIVES

Goal alignment and goal accountability allows for quicker execution of a project’s strategy. There is a positive correlation between successful projects and effective goal setting. By setting goals, specifically SMART (Specific, Measurable, Attainable, Relevant, and Time-

bound) goals, PPP managers can engage their stakeholders and encourage them to focus on successfully achieving these goals together.

Sustainable Fisheries Partnership (SFP) is a business-focused organization that creates powerful information tools and a methodology that allows companies to directly engage with suppliers of natural resources. SFP operates through two main principles: accurate information and continuous improvement.

“SFP is data driven and process oriented,” said Andrei Klimenko, Director of Development at Sustainable Fisheries Partnership, “we encourage managers of public-private partnerships, like our fishery improvement projects (FIP), to draft detailed work-plans driven by what is known about the stock, the impacts of the fishery, and the requirements of local laws and regulations. These plans detail exactly what actions need to be undertaken to achieve sustainability or to address the fundamental deficiencies of the fishery. PPP or FIP work-plans should also outline the responsibilities of individual stakeholders and establish milestones and timelines for specific tasks. We encourage managers of public-private partnerships to obtain written commitments to accomplish specific tasks from pertinent stakeholders, and to publicize this information. Ultimately, these work-plans serve as an essential management tool to make sure everyone understands what is expected of them throughout the project and can be used to measure and communicate progress.”

COORDINATING EFFORTS CONSISTENTLY

Coordination helps to improve the overall efficiency of public-private partnerships by avoiding overlapping and duplication of efforts, while moving participants progressively towards the end goal. Integrating, balancing, and recognizing the efforts of individual stakeholders can also provide a platform for smooth and harmonious team work, so the success of any organized venture depends upon effective coordination of its processes.

The Nature Conservancy (TNC) is a conservation organization working around the world to protect ecologically important lands and waters for nature and people. The organization pursues non-confrontational, pragmatic, market-based solutions to conservation challenges. The Conservancy works collaboratively with partners — communities, companies, government agencies, multilateral institutions, individuals and other non-profit organizations in all 50 U.S. states and in more than 30 countries around the globe.

“Since 1951, TNC has worked to protect more than 119 million acres of land and 5,000 miles of rivers worldwide. We operate more than 150 marine conservation projects globally. We have more than one million members and our work is supported by more than 500 staff scientists. Effective coordination is fundamental to our organizational culture,” said Carmen Revenga, Fisheries Strategy Lead, The Nature Conservancy Global Priorities Group, “public-private partnerships require a lot of work, day-in and day-out. Different stakeholders often have different priorities and competing job responsibilities, but where participants’ involvement in public-private partnerships had been managed effectively their effort and power were maximized and often achieved the project’s fishery reform goals.”

FUNDING PROJECTS SUFFICIENTLY

In the past two decades, government agencies and charitable foundations have funded a variety of fishery reform efforts. As such, the allocation of funding for marine conservation efforts has been driven by resource availability and political considerations.

Though budgets vary depending on the types and extent of improvements required in a fishery, developing the operational budget is a key element of the PPP design process. However, the fact that fishery improvement projects generally have five to ten year time horizons can make it challenging to develop accurate cost projections and to determine the level of funding that will be required to achieve the desired outcomes at the beginning of the project. This uncertainty can be a deterrent to potential investors.

Founded in 1961, World Wildlife Fund's (WWF) mission is to conserve nature and reduce the most pressing threats to the diversity of life on Earth. WWF's programmatic investments are designed to address some of the toughest conservation issues of our time. With the goal of conserving many of the world's most ecologically important regions by 2020, one of WWF's key strategies is to work in partnership with others to transform markets and policies to reduce the impact of production and consumption of commodities like seafood. Support from a diverse range of stakeholders—from governments to companies to local communities and donors—is critical to the organization's efforts to transform the global marketplace into a force for conservation.

"Having adequate funding for a project is essential. Admittedly, it can be difficult for many organizations to attract and hold on to the dedicated pool of funding needed to coordinate and administer the day-to-day activities of a fishery improvement project over a five to ten year period," says Jesse Marsh, Manager, Major Buyer Initiative, World Wildlife Fund (WWF). "Often, additional funding streams need to be developed throughout the project. They can come from a variety of sources including contributions by a single company, across multiple companies, by a foundation, by an NGO, by an international development agency, or even through creative cost sharing mechanisms such as self assessed taxing. At WWF we know that fishery improvements require strategic, focused, and sustained engagement. Our funding strategies for, and commitments to, these projects reflect that same long-term vision," concluded Marsh.

PUBLIC-PRIVATE PARTNERSHIPS: THE BUSINESS IMPERATIVE

The National Fisheries Institute (NFI) is the U.S. based trade association that represents the seafood industry. This non-profit organization is committed to helping its members succeed



in the global seafood marketplace. Membership includes over 200 national and multi-national seafood suppliers, restaurants and retailers. As the U.S. seafood industry's primary trade association, NFI also serves as surrogate representative for its members' interests on a variety of subjects. The organization helps its members to make sense of the increasing breadth and complexity of global seafood issues, including the long-term impacts of poorly managed commercial activity on global fisheries.

John Connelly has been the President of the National Fisheries Institute (NFI) for almost a decade. "The seafood industry is constantly changing. Likewise the NGO landscape is not monolithic; these groups compete for funding and attention just like businesses do. Engaging in public-private partnerships allows us to help members understand not only the broad range of stakeholders but also their abilities, competencies, experiences, sphere of influence, and mindset. Traditionally, harvesters and farmers need to be convinced that there will be an economic benefit to any proposed conservation effort in addition to anticipated environmental improvements. NFI's involvement in PPPs like the Global FISH Alliance allowed us to represent our members' perspectives by expanding the conversation around fishery improvement from a focus on stock status and habitat protection to include discussions about ensuring market access and increasing competitive advantage," said Connelly.

Leading NFI members including, Darden Restaurants, Inc., and North Atlantic, Inc., have forged their own inroads with public-private partnerships. Like NFI, and other trade associations, these companies use public-private partnerships to review the landscape of pertinent stakeholders, and to identify, engage and build trust-based relationships with credible and reputable groups or individuals in support of their sustainability and social responsibility goals. "It makes sense for our members to take the lead on sustainable seafood. Businesses move faster than government and, unlike the NGO community, our members work directly with, and benefit most directly from, fishery resources. The Crab Council is a great example of how industry stakeholders can take the lead on seafood sustainability," Connelly concluded.

Jerry Knecht, founder and president of both North Atlantic, Inc. and P.T. Bali Seafood International (BSI), is one of the leaders in the design, capital formation and execution of the new Indonesian fisheries business model. An active NFI member, Knecht was inspired to develop and launch the pioneering sustainable seafood company P.T. Bali Seafood International through lessons learned from his formal and informal involvement with public-private partnerships.

P.T. Bali Seafood International (BSI) is an Indonesian seafood processing company based in Bali, Indonesia. BSI is an operating processor formed in a joint venture between North Atlantic Inc and P.T. Intimas Surya, a minority Indonesian operating partner in BSI with a longstanding relationship with North Atlantic Inc. North Atlantic is an established Portland, Maine based primary processor, importer, and distributor of both fresh and frozen seafood. The company specializes in providing sustainable products for supermarkets, restaurants, and wholesale distributors.

“I own and operate two seafood companies, but I got into the seafood business by accident. As an undergrad I wanted to have a career in investment banking,” laughs Knecht. This academic background in finance has served Knecht in his business ventures and has helped him to develop the business and social formulas he uses to successfully lead both companies. “I have four criteria for engaging with stakeholders on seafood sustainability: they must add value (financial and technical); they must be flexible and open to acting on input from industry, they must want to collaborate, and they must have a proven track record of successful past collaborations. I developed this formula through past observations of what did and did not work in the other PPP I participated in,” continued Knecht. “It is just as important for partners to have the right characteristics as it is to involve the right stakeholders in the project. When each member of a PPP met all of these criteria the project usually succeeded, but when these characteristics were missing groups tended to lose focus and projects usually failed to achieve their goals.”

Brandon Tidwell is the Manager of Sustainability for Darden Restaurants, Inc., another NFI member who lends substantial financial and technical support to fishery reform efforts through their involvement in various public-private partnerships.

Darden Restaurants, Inc. (Darden), the world's largest full-service restaurant company, owns and operates more than 2,100 restaurants that generate over \$8.5 billion in annual sales. Headquartered in Orlando, Florida, and employing more than 200,000 people, Darden is recognized for a culture that rewards caring for and responding to people. In 2013, Darden was named to the FORTUNE "100 Best Companies to Work For" list for the third year in a row and is the only full-service restaurant company ever to appear on the list. The restaurant's brands – Red Lobster, Olive Garden, LongHorn Steakhouse, Bahama Breeze, Seasons 52, The Capital Grille, Eddie V's and Yard House – reflect the rich diversity of their customers. The company has a US\$2.6 billion supply chain, 24 percent of which is spent on seafood – approximately US\$600 million annually.

In 2008, Darden invested a matching stake of US\$100,000 to launch and implement the Global FISH Alliance Spiny Lobster Initiative, in Honduras, in partnership with USAID. And in 2011 the company made an even bigger commitment to the Clinton Global Initiative (CGI), investing over US\$200,000 to date. “Darden is committed to helping rebuild troubled fisheries, both as a part of our sustainable fisheries mission and with our 2011 commitment at the Clinton Global Initiative. Working in partnership with companies, NGOs and private foundations, we will help fund, implement and launch three FIPs in the next several years. The lessons we learned from the Honduras Spiny Lobster Initiative will continue to inform our work,” Tidwell stated. “As a major seafood buyer, Darden understands the health of fisheries will impact our business model to provide healthy, affordable seafood for our guests. That said, these problems are too big for any one company to tackle alone, so we will work strategically to raise awareness of the importance of FIPs and to identify additional partners for implementation. We launched our first FIP in the Gulf of Mexico with Publix Super Markets and the Sustainable Fisheries Partnership (SFP). Through these

sustainability efforts we hope to develop a model for engagement that will inspire others to do the same.”

PUBLIC-PRIVATE PARTNERSHIPS: BENEFITS TO EXCHANGE

Accurate forecasting of near-future and distant challenges is an important first step in developing long-term plans for fishery reform. The data on fisheries are constantly changing. Species populations rise and fall, consumer preferences change, suppliers merge, divest or go out of business, and the attention of local communities dependent on fisheries often shifts and wanes. As the factors that impact fisheries change, the socio-economic and environmental management solutions must also change.

Knowledge exchange leading to idea generation is an important benefit of public-private partnerships (PPP). Under the right conditions, the idea exchange process afforded by PPP can be an important means for enhancing creativity and innovation. Many governments and charitable foundations look to key fishery stakeholders for innovative ideas that yield high return on their missions, goals and financial investments.

The David and Lucile Packard Foundation, the Gordon and Betty Moore Foundation, and the United States Agency for International Development are three organizations that maximize the idea generating potential of public-private partnerships.

The Foreign Assistance Act mandates that the United States Agency for International Development (USAID) engage in actions which support tropical forest conservation and sustainable management. USAID fulfills this responsibility through the strategic coordination of a variety of programs that conserve biodiversity of the planet’s natural resources. Reportedly, thirty years ago, 70 percent of resource flows from the U.S. to the developing world came in the form of Official Development Assistance. Today, 80 percent of those resource flows come from foreign direct investment, private donations, remittances, and other non-governmental sources. Official Development Assistance accounts for only 14 percent of these resource flows today, underscoring the increasing importance of the private sector in the development process.

According to Barbara Best, Senior Costal Resources and Policy Advisor for USAID, “Public-private partnerships can provide an innovative approach to development assistance which mobilizes ideas, efforts and resources of government, businesses and civil society. USAID’s public-private partnership programs are designed to ensure sound and effective development, environmental sustainability, economic profitability, and social responsibility. And we partner with visionary stakeholders like Darden Restaurants, Inc., and the World Bank to leverage funding and to expand technical expertise for these projects. Public-private partnerships are essential for the success of our missions.”

As the world's population and the accompanying demand for food increases, responsible management of freshwater and marine ecosystems, and sustainable capture of wild foods becomes essential to avoiding overexploitation. Governments of developing countries have been slow to address fisheries management, habitat protection, and ocean conservation issues, and while some developing countries have implemented robust fishery management policies few have the capacity needed to enforce their regulations.

"Involving local communities, who are often the first users or nearest extractors of local resources, plays an increasingly important role in the future of fishery reform. Public-private partnerships that include these stakeholders could bring seafood into the discussions about global food security where unmanaged resources have become overexploited due to unsustainable or criminal activity by local and foreign entities. Even in regions where corruption is high and rule of law is weak, active involvement from community stakeholders in conservation efforts and community ownership of the resource can lead to proper governance, equitable use, and responsible management. This 'community enforcement' offers a near-term solution in route to longer term improvements in government policing," said Best. "Our experience with the Global FISH Alliance Honduras Spiny Lobster Initiative reiterated the importance of leveraging local community stakeholders for new approaches to food sustainability and security."

Substantial amounts of money are required to manage, implement and enforce international agreements on fisheries, shipping and migratory species. The David and Lucile Packard Foundation is a family foundation that invests in innovative people and organizations to improve the lives of children, enable the creative pursuit of science, advance reproductive health, and conserve and restore the earth's natural systems. The Marine Fisheries subprogram of the David and Lucile Packard Foundation is among the Foundation's largest conservation initiatives. In 2012, it awarded approximately US\$10 million in grants to support strategies designed to positively impact global marine fisheries conservation.

Lisa Monzón, Program Officer, The David and Lucile Packard Foundation, Marine Fisheries Program, values public-private partnerships as an opportunity to identify and explore new and innovative financing strategies to fund ocean and coastal conservation, restoration, and planning initiatives in the long-term. "Fisheries are recovering in many areas of the world as best management practices are being replicated. However, too often financial hurdles keep these successful management practices from being continued after foreign involvement and investment in these fisheries cease," said Monzón. "Public-private partnerships expand the community of stakeholders involved in fishery reform efforts and by extension they expand the community that is supportive of funding the fishery. In challenging economic times we must challenge the old funding models and embrace new ideas like venture capital, micro financing and voluntary contributions by seafood companies."

Launched in July 2005, the Gordon and Betty Moore Foundation's Marine Conservation Initiative focuses primarily on two key ocean issues: overfishing (including by-catch and discards of unwanted catch) and habitat degradation. The initiative addresses these threats through support for a broad range of diverse constituents with the goal of ensuring sustainable use of the ocean and its resources. In 2012, the initiative awarded over US\$20 million in grants to support strategies that align economic incentives with conservation goals to achieve lasting benefits for ocean ecosystems and the people who depend on them.

According to Meredith Lopuch, Program Officer for the Gordon and Betty Moore Foundation's Marine Conservation Initiative, "public-private partnerships are critical to our work. We believe we can have the greatest impact in marine conservation by encouraging collaboration among different and even unlikely partners and grantees. Public-private partnerships can provide access to trade associations, industry and other stakeholders we would not likely meet otherwise. Engaging with myriad users of the planet's natural resources greatly informs our perspective, helping us to see the big picture even more clearly and to direct our support to previously unidentified gaps rather than duplicating the efforts of partners and other stakeholders."

CONCLUSION

There is no one perfect method of organizing a public-private partnership. Instead, the lessons learned by contributors to this document suggests that reforming overexploited or unsustainable fisheries requires strong engagement and commitment of all stakeholders involved in the value chain to ensure a globally-driven but locally-owned process. Fishery reform efforts are designed to deliver sustainable seafood products to the market while inspiring and growing a society capable of producing them. Historically, government agencies and charitable foundations have been the primary contributors to marine conservation efforts, but a challenging economic climate has constrained the ability of these entities to support fishery improvement efforts alone. The progression of innovative fishery practices from the pilot phase to the marketplace requires the financial and technical support of multiple stakeholders throughout the seafood value chain. There is great potential in integrating knowledge from fishermen, scientists, government, the private sector, and civil society in active fishery reform efforts. Such un-biased integration creates effective public-private partnerships. Public-private partnerships provide opportunities for ongoing, iterative communication that can break down misperceptions, promote a common language and understanding, and enhance mutual understanding and learning between multiple stakeholders.

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