

## THE 50in10 LEGACY

# Collaboration for Small-Scale Fisheries Reform

**Lessons in Collective Impact for Systemic Change**



**Outcomes and Conclusions from the 50in10 Network Convening  
January 2016, Belize City**

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# INTRODUCTION

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50in10 has come a long way from its beginnings to the concluding Network Convening in Belize in January 2016. We are proud of the accomplishments of the past four years. Despite its relatively short life, 50in10 provided an invaluable learning opportunity for the world of small-scale fisheries restoration and beyond.

Our initial effort was the collaboration to create the 50in10 Theory of Change for scalable fisheries reform. Our partner organizations are now embedding it into their practices, and its value was confirmed by on-the-ground practitioners during the Belize convening. 50in10 pilot prototype projects in Belize, South Africa, and Vietnam modelled the Theory of Change, and we spurred genuine innovations that have produced tangible improvements to those fisheries and their communities.

Most important, 50in10 has demonstrated the potential for collaborative learning and collective impact to drive scale. Sharing different approaches, such as finance mechanisms, community engagement practices, and data collection methods, will reduce reinvention and enable efforts to scale more quickly.

We have seen that collaborative learning not only helps us share best practices and avoid repeating the same mistakes, but it is also a prerequisite for getting to scale. This is especially important in a global arena whose participants are separated by time and geography.

The work of 50in10 culminated in the Belize convening, but we are hopeful that our work won't stop there. Thanks to the hard work of participants and the guidance of Forum for the Future facilitators, the convening sparked the beginnings of an exciting new initiative to accelerate the financing of small-scale fisheries' transition to sustainability, and generated many more ideas.

Those ideas, recommendations, and next steps are provided in this report. It highlights the relevance of the 50in10 Theory of Change, details vital lessons, and describes approaches that fishery projects can adapt and use. We dedicate this report to the fishery managers, NGOs, governments, businesses, fisher communities, and others who are working to ensure that small-scale fisheries survive and thrive. It's up to all of us to make small-scale wild-capture marine fisheries the sustainability success story of the 21st century.

*Megan Arneson, Acting Executive Director  
February 2016*

# EXECUTIVE SUMMARY

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As a worldwide collaboration of NGOs, businesses, funders, and governments, 50in10 aimed to help its partners take promising tools and approaches in small-scale fisheries restoration to the next level by testing, strengthening, and replicating them. 50in10, as a project, came to a close in early 2016, but the work is far from done.

In January 2016, 50in10 brought together three dozen 50in10 network members and stakeholders in Belize City to learn from one another, explore financing models, innovate new approaches, and discuss how network members could continue to replicate successes. The framework of the 50in10 Theory of Change—a collective impact approach in which community empowerment, policy reform, credible science, and market demand work together—as well as collaborative learning guided the convening.

Participants prioritized sustainable financing, community engagement, scientific data, and enforcement and compliance as key areas in which innovation is needed to overcome obstacles to reform, and developed ideas for how to address these challenges. They also identified concrete ways in which the 50in10 legacy can live on.

## Prototypes: Belize, South Africa, and Vietnam Fisheries

Presentations and discussions about the 50in10 prototype projects highlighted some of the tangible benefits of the Theory of Change approach, as well as challenges to successful reform. Insights included the importance of involving fishers; the need for enforcement as well as policy; and the vital roles of education, creating markets for sustainably sourced product, and gathering good data.

## Finance and Markets

The need for models that will fund small-scale fisheries' transition to sustainability was a key theme. The successful tools participants explored included using markets to catalyze reform and drive sustainable practices, leveraging impact investing, and leveraging private investment.

## Lessons for Sustainable Success

Participants identified and discussed challenges and success factors in several sessions. Conclusions included:

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| <p><b>Success factors:</b> Strong community engagement<br/>Fisher education<br/>Capacity building, including middlemen<br/>Developing sustainable financing models and alternative markets</p> <p><b>Challenges:</b> Gap between small-scale fisheries and private investment<br/>Lack of trust between the fisher communities and the NGOs and conservation organizations<br/>Lack of good, consistent data and analysis, hindering sound management<br/>Lack of compliance and enforcement, preventing transition from open access</p> |
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Throughout the workshop, as well as in dedicated sessions, participants mapped ideas and insights about these challenges and what delivers impact in the four areas of the Theory of Change: community empowerment, policy reform, credible science, and market demand. The prototype fisheries share many, if not most, of the identified obstacles as well as successful impact approaches. These are detailed on pages 11-13. General insights included:

- A vision of long-term success is useful for all aspects of the work.
- Fisheries reform, with its many components, requires a whole-systems approach.
- It's important to have a good sense of power dynamics and players' appetite for co-management prior to attempting it.
- Sustainable financing mechanisms and bridge funding are needed.

### Recommended Solutions to Key Challenges

Participants worked together in small groups to develop new ideas for how to address challenges in the areas of sustainable financing, community engagement, scientific data, and enforcement and compliance. Ideas proposed included:

**An Artisanal Fisheries Finance Accelerator** to bring together finance experts, the investment community, and fisheries reformers to make the case for investment, create tools and guidelines for project developers, and host learning exchanges. This concept was the most enthusiastically supported by participants, and several organizations are initiating next steps.

**Community engagement officers** to build trust and foster two-way communications.

**A data monitoring working group** to bring together all bodies involved with data to identify gaps, redundancies, and barriers to action, and then create a plan of action.

**Compliance and enforcement initiatives** specific to Belize could be enhanced by sharing resources, offering incentives, increasing transparency, and undertaking outreach, among other activities.

### Taking the Next Steps

Both individuals and organizations proposed concrete ideas for taking the work forward. These included sharing knowledge and tools, building capacity, coordinating efforts, facilitating a finance platform, and more. They also recommended many areas that would further 50in10's work, such as continuing the dialogue, facilitating cross-sector partnerships, implementing sustainable financing models, increasing collaborations, and cultivating grassroots leaders.

It's clear that there is a need for an entity to step in as central catalyst and learning hub. Participants said the convening was a unique meeting of practitioners and NGOs from different projects and countries. They want to continue to share knowledge and exchange best practices.

*"We are hopeful that this convening has spawned new insights, ideas, and initiatives that will deepen and accelerate its crucial mission of restoring the world's endangered small-scale ocean fisheries to sustainability."*

—Forum for the Future

## BACKGROUND

# 50in10 and the Theory of Change

50in10 launched in 2012, after NGOs and foundations took up a challenge from former World Bank President Robert Zoellick at the Economist Ocean Summit: the global community had the resources and knowledge to restore 50 percent of the world's fisheries within 10 years if all the players worked together.

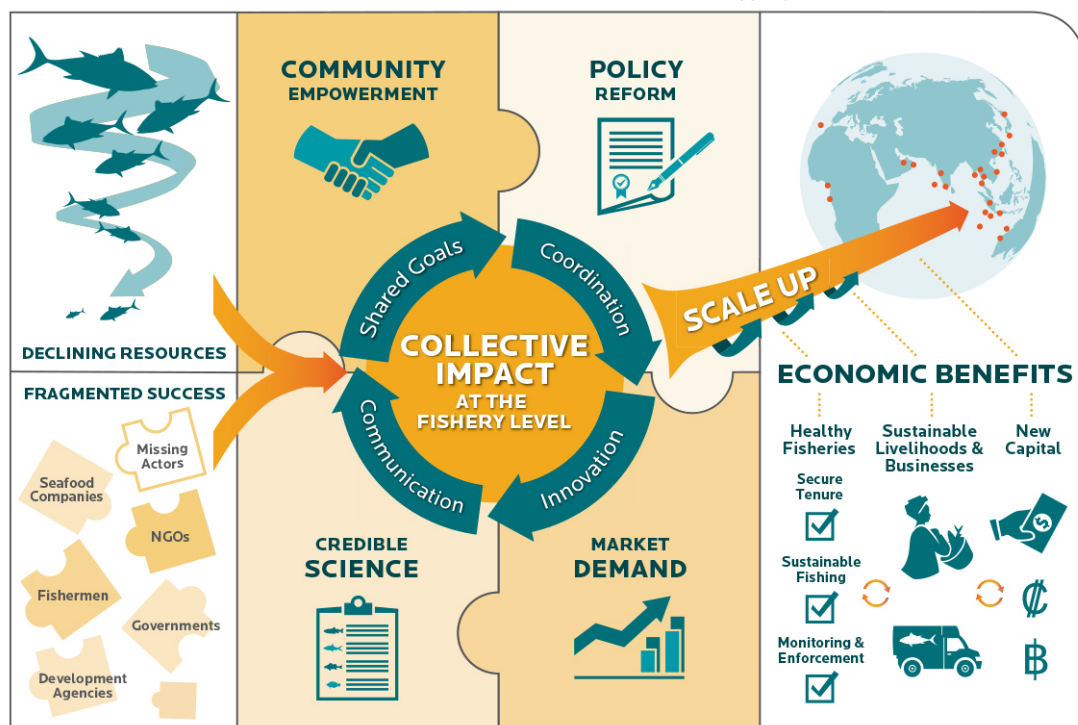
They envisioned an organization that would develop and share knowledge and replicate the most effective tools and approaches worldwide. Success would require taking a whole-systems approach.

From that thinking, the 50in10 Theory of Change was born. It describes a systems approach designed for collective impact that includes fishers and their communities, buyers, investors, governments, and the ocean ecosystem. When the four levers of community empowerment, credible science, policy reform, and market demand work in concert, we can better ensure a rapid, lasting recovery with widespread environmental, economic, and social benefits. That means more food, stable jobs, prosperous businesses, and healthier oceans.

## 50in10 Theory of Change



A worldwide collaboration to restore fisheries



# Collective Impact and Collaborative Learning

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50in10 and its partners recognized that working on isolated projects that address only one or two levers of change would not be enough. From the outset, the 50in10 network acknowledged that social problems—and their solutions—arise from the interaction of many organizations within a larger system. Only by expanding the network of players, coordinating work around shared goals, and sharing tools and approaches can we dramatically accelerate transitions to sustainable fisheries management.

Achieving lasting change at scale requires cross-sector alignment, active coordination, and sharing lessons among government, nonprofit, business, and philanthropic entities, while ensuring that all are working toward the same goals and measuring the same things. There are five key elements to this collective impact approach:

- Common agenda
- Shared measurement
- Mutually reinforcing activities
- Continuous communication
- Backbone support

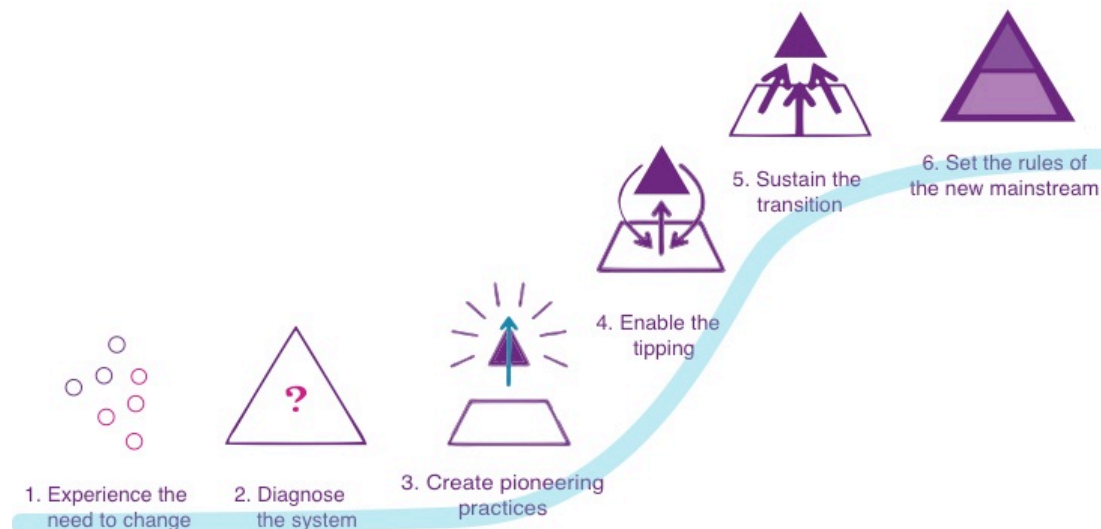
50in10 provided a backbone support system while bringing partners together to agree on a common agenda, shared measurement goals, and mutually reinforcing activities. It worked to create a cycle of communication within and across projects, culminating in the collaborative convening in Belize.



# The Importance of Collaborative Learning

In its Six Steps to Significant Change framework, Forum for the Future places 50in10 in the space that's crucial for advancing sustainability: creating pioneering practices and enabling the tipping point that leads to sustaining the transition.

## 6 Steps to significant change



In this space, collaborative learning is a crucial catalyst. Small-scale marine fisheries are spread out across vastly different regions, with different cultural, political, and socio-economic conditions. While every fishery has its own unique conditions, there are also common needs, and many approaches and tools can work across the spectrum of fisheries. Regularly sharing this knowledge spurs faster adoption and speeds improvements. The net result is to accelerate the pace of recovery at both global and local levels.

A connected network in which people share successes and challenges helps identify and fill gaps faster and more efficiently. This was seen firsthand in Belize, where convening participants from all facets of fishery work in several countries shared stories and built trust. As a result, ideas for solutions and the creation of new collaborations flowed.

The convening also demonstrated that it is the on-the-ground practitioners who are hungriest to share lessons with their peers from other countries and regions. They are eager to innovate.



## 50in10 NETWORK CONVENING

# Collaborative Learning in Action

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More than 30 network partners came together during three days in Belize in January 2016 to take advantage of a unique opportunity: a face-to-face meeting of dedicated, on-the-ground representatives from small-scale fishery restoration projects with NGOs and others who work with them. Facilitated by Forum for the Future and co-designed with 50in10 staff, the Network Convening had the following objectives:

*“The convening helped us to be able to summarize and reflect on the work we’ve been doing. And it gives us encouragement that we’re not the only ones struggling on the ground. We can do much more through collaboration.”*

- To gain a clear picture of how the 50in10 approach has (or hasn’t) worked in projects on the ground and understand the conditions for success
- To share the work in the core prototype projects in Belize, Vietnam, and South Africa, recognizing achievements, challenges, and lessons learned
- To gain a shared understanding of the barriers to and opportunities for progress, and to prototype ways in which the 50in10 approach can accelerate participants’ work
- To develop recommended and requested tools and education topics for other initiatives
- To bring network members together to learn from each other and leave with knowledge, connections, and capacities that will deepen and accelerate their work

In addition to project representatives from Belize, South Africa, and Vietnam, participants included the Environmental Defense Fund, The Nature Conservancy, Rare, Reef Resilience Network, Wildlife Conservation Society, World Wildlife Fund, multiple Belizean national agencies, and local Belizean NGOs. (A complete list of attendees is on page 26.)

### Pre-Workshop Engagement

Prior to the workshop, Forum for the Future interviewed nine 50in10 stakeholders to elicit insights that would inform the workshop design and initiate engagement. The following responses are among those that shaped the convening.

**Sharing lessons:** Interviewees hoped the convening would provide a forum for participants to share insights about what’s working and what’s not, and deepen their knowledge of how to implement fisheries reform.

**Hearing from practitioners:** Several interviewees highlighted their wish that the convening would include the voices of on-the-ground practitioners, fishers, and funders, rather than only including NGO staff based in the United States or Europe.

**Building on 50in10 achievements:** Most interviewees hoped that some way could be found to ensure that the 50in10 Theory of Change would continue to guide fisheries reform efforts, and that another platform would be identified that could convene 50in10 stakeholders to share learning in the future.

## Workshop Design Principles

The workshop design drew upon Forum for the Future’s work in system innovation, guided by the following high-level design principles:

- Creating a collaborative and supportive environment conducive to frank conversation and honest learning
- Emphasizing small-group conversations that would allow participatory and generative conversations, as well as accommodate different learning styles and personality types
- Generating collective insights that would not be available to participants on their own
- Promoting equity and carefully navigating any perceived or real power disparities
- Engaging not only intellect but also emotional intelligence and creativity
- Building the social capital of the network—emphasizing cross-pollination and the development of diverse and trusting relationships
- Identifying actionable opportunities and making commitments to take the work forward after the convening

The program featured deep dives into cutting-edge fisheries reform efforts in Belize, South Africa, and Vietnam, and discussions on fishery success factors, barriers to restoration, and models for financing the transition to sustainable management. Special sessions were designed to foster innovation and new approaches, as well as identify ways to move forward. Throughout, attendees identified and shared insights about what drives change as well as key obstacles to watch out for.



## PROTOTYPE PROJECTS

# Prototypes Model the Theory of Change and Produce Collective Impact

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50in10 supported three prototype projects that demonstrated the strongest engagement in all four levers of the 50in10 Theory of Change. They rated highly in our assessment of readiness for growth and replication, which includes elements such as a supportive political environment, cooperation among stakeholders, actionable scientific information, and markets that will drive sustainability.

50in10 worked with project leaders in Belize, South Africa, and Vietnam to design and implement strategies that allow rapid learning, refinement, and sharing of lessons with other fishery restoration efforts. They are our foundation for adapting successes and scaling success both in the individual projects and for other small-scale fisheries.

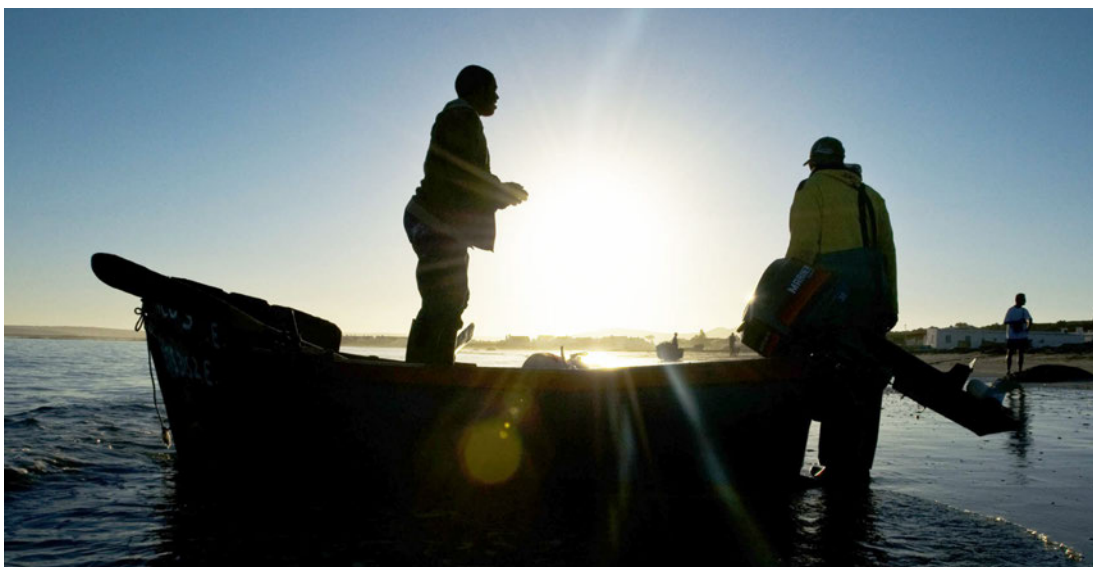
A key aspect of the convening was the presence of key participants in the three 50in10 prototype projects, who shared their stories with the group, exchanged successes, and formulated solutions.

### Links to the complete case studies

**Belize**  
**Lobster and Conch Fisheries**  
[Collective Impact of Managed Access Program Puts Fisheries on Path to Recovery](#)

**South Africa**  
**Small-Scale Fisheries**  
[Prototype Links Fishing Co-op to Markets, Models Value Chain Innovation for New Fishery Law](#)

**Vietnam**  
**Blue Swimmer Crab Fishery**  
[Prototype Gains Buy-in at Critical Points in the Supply Chain](#)



## LESSONS LEARNED

# Voices on the Ground: Lessons From Prototypes and Co-ops

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### **Belize Managed Access Program**

Beverly Wade, fisheries administrator from the Belize Fisheries Department, gave a presentation about the Managed Access Program (MAP), followed by a discussion. Several key points emerged.

There has been an 80% decline in infractions at the MAP pilot sites. Part of this may be due to the fact that they are also marine protected areas (MPAs), so they receive more attention, but these numbers are very encouraging. Significantly, the decline is also driven by an increased willingness among fishermen to report illegal activity. As Wade said, “The key here is the shared ownership—one fisherman on the committee said, ‘We have our own area and we need to look out for our own area,’ which they depend on for their livelihoods. It is now up to the regulatory bodies and partners to ensure that they become more effective. ... If enforcement doesn’t happen, then fishermen start to feel resentful as they leave the undersized conch, but they are leaving it for the next guy.”

The direct costs of launching the MAP have been significant: an estimated \$1.5 million for social marketing, the assessments of sites, community engagement, and Wade noted that “all the work that happens behind the scenes that has been helping with the design phase.” Indirect costs are estimated in the range of \$3 million to \$5 million.

Participants pointed out that Belize enjoyed several enabling conditions: a framework for management by the Belize Fisheries Department, good governance, political will, self-organization by fisherfolk, a legal framework, and being a small country.

### **Belize Fisherfolk Panel**

Three Belizean fishers, Anna Ramirez (Placencia Producers Cooperative Society and Toledo Fishermen Association), Norman Castillo, and Jorge Tamay, told stories of what they’ve seen change as a result of the MAP, the implications for their communities, and their recommendations for others looking to implement similar change.

Each described concrete improvements to their livelihoods following the introduction of the MAP, such as increased conch catches. These themes characterized the discussion:

- The importance—and difficulty—of educating fishers about the MAP (as Anna Ramirez noted, she was angry when she first learned about it, but her son eventually convinced her that the program was essential)
- The need for more educational opportunities for Belize fishers and their communities, both to ensure responsible fishing and to prepare for alternative livelihoods
- Capacity-building for fisher associations so that they can deliver education and apprenticeships, as well as engage with fisheries management

## South Africa and Vietnam Prototypes

Two presentations provided additional compelling case studies of the 50in10 approach. As pilot projects, they are early stage and limited in scope, but they show the tangible benefits of bringing together community empowerment, policy reform, credible science, and market demand and demonstrate the value of the 50in10 Theory of Change.

### **Kogelberg Coast Small-Scale Fisheries Improvement Project of South Africa**

Mkhululi Silandela, small-scale fisheries officer, World Wildlife Fund–South Africa, described how, with assistance from 50in10, WWF-South Africa has been able to implement a value-chain pilot project to improve co-management of the fishery and provide tangible benefits to fishers by creating a local market of restaurants and a grocery chain for sustainably caught fish, purchased through a women’s fisher cooperative. The project has included capacity building for co-op members, use of a mobile application to record catch data, and early-stage development of this local market. Silandela emphasized that the six-month project timeline was too short to demonstrate positive ecological impact and also noted that providing immediate tangible benefits to fisherfolk would improve buy-in for future projects.

### **Kien Giang Blue Swimming Crab Fishery, Vietnam**

Thuy Nguyen (WWF-Vietnam) talked about how the fishery is threatened by overfishing and the purchase of juvenile and undersized crabs by middlemen. 50in10 provided grant funding for a bio-economic study and stakeholder training to engage the fishing community, local government, and supply chain stakeholders in a transition to a rights-based co-management system.

The pilot has been successful in getting buy-in from the fishing community, new government standards for reporting, and agreement from middlemen to stop purchasing undersized crabs. It has also begun to lay the groundwork for developing market demand for more sustainably caught crabs.

## Field Observations: Processing Co-ops

Participants deepened their understanding of Belize’s fisheries system with visits to two processing co-ops: the Northern Fishermen Cooperative Society and the National Fishermen Producers Cooperative Society Limited. Key insights gained included the following:

- Understanding how the lobster and conch fisherman work directly with the cooperatives through cost-sharing arrangements and other schemes
- Understanding the products and key markets, how they have changed over time, and expected future trends



# Finance and Markets: Models for the Transition to Sustainability

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The need for models that will fund small-scale fisheries' transition to sustainability was a key theme throughout the workshop. Of particular interest were models that take advantage of private capital rather than depending only on philanthropic or public sector funding.

The convening dedicated a session to exploring this critical issue by examining the challenges and solutions of creating financial resilience. The results reinforced the need to leverage private financing to fund the transition to sustainable fishing, and provided a detailed case study (Artesmar) of how this is being implemented on the water. The presentations are summarized below.

## **Using Markets to Catalyze Fisheries Reform**

Larry Epstein of the Environmental Defense Fund emphasized that the financing of small-scale fisheries restoration can be self-sustaining because better management practices lead to more fish in the water, increased efficiency, and access to new markets that reward sustainability performance. Examples include restaurants that cater to foreign tourists in Belize and the export market for high-quality, sustainability-branded seafood. He underlined that it is critical for fishermen to see the benefits and to leverage not just philanthropic funding but also private capital. Mitigating risk is key—and one advantage that Belize enjoys is a stable policy environment.

## **Leveraging Impact Investing**

Alex Martinez of The Nature Conservancy explained Naturevest, the organization's model for leveraging impact investing to complement public funding and philanthropy to finance conservation projects, including small-scale fisheries restoration. He pointed out that impact investing is growing at a steady and significant rate, whereas philanthropic funding has remained relatively flat. Martinez also noted that private financing could also reduce the number of funders needed for a given project.

## **Markets That Drive Sustainable Practices**

Julio Maaz of the Wildlife Conservation Society described planned efforts to make markets work to drive sustainable fishing in Belize. This will include stimulating understanding of and demand for sustainable fisheries products locally, as well as connecting domestic producers to export markets for sustainable, and more diverse, fisheries products. A key aspect of these efforts will involve working with Belizean fishing cooperatives to build capacity and improve operations.

## Artesmar: Leveraging Private Investment

René Benguerel of Blueyou talked about the Artesmar business model, which integrates an equity investment into a private sector entity with an impact investment loan to drive sustainable fisheries management. His case study described how Artesmar's model has been implemented with the Yellowfin Tuna Fisheries Improvement Project in the Philippines. Although operating costs are higher due to rigorous traceability standards, Artesmar has been able to charge a premium for its branded fish and expects to be able to pay a dividend after eight years of operation.

There was intense interest in how the lessons from the Artesmar case study could apply to other contexts, and several insights emerged during the discussion. One challenge is that as a private company, Blueyou is not eligible for grant funding; one suggestion was to partner with an NGO to access those funds. Another key point was that even with two years of due diligence, it was impossible to anticipate all the risks and uncertainties. Finally, this is a model that can work only for high-value fisheries that are not in competition with local subsistence fisheries.



# Lessons for Sustainable Success in Small-Scale Fisheries

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Participants explored the challenges and success factors for small-scale fisheries in several sessions. These are the top takeaways.

## Factors That Contribute to Sustainable Fishery Success

- Strong community engagement and empowerment
- Educating fishers in sustainable fishing practices, financial literacy, and preparation for alternative livelihoods
- Balancing the needs of the tourism economy with those of fisheries and finding ways to share the benefits of protected areas with fishing communities
- Capacity building not only for fishers, but also for the judiciary, policy makers, and other institutions
- Effectively including or co-opting middlemen, who can undermine management schemes
- Creating sustainable financial models that will fund the transition to sustainability
- Developing alternative markets

## Challenges and Obstacles

**Sustainable Financing** There is a gap between small-scale fisheries and private investment, and a need to create the enabling environment and conditions for investment and scalable financing.

**Community Engagement** Communities do not trust fisheries management and NGO or conservation organizations because projects do not always start by addressing the community's primary needs and concerns. Fishers are told about solutions that do not work and are not engaged in management.

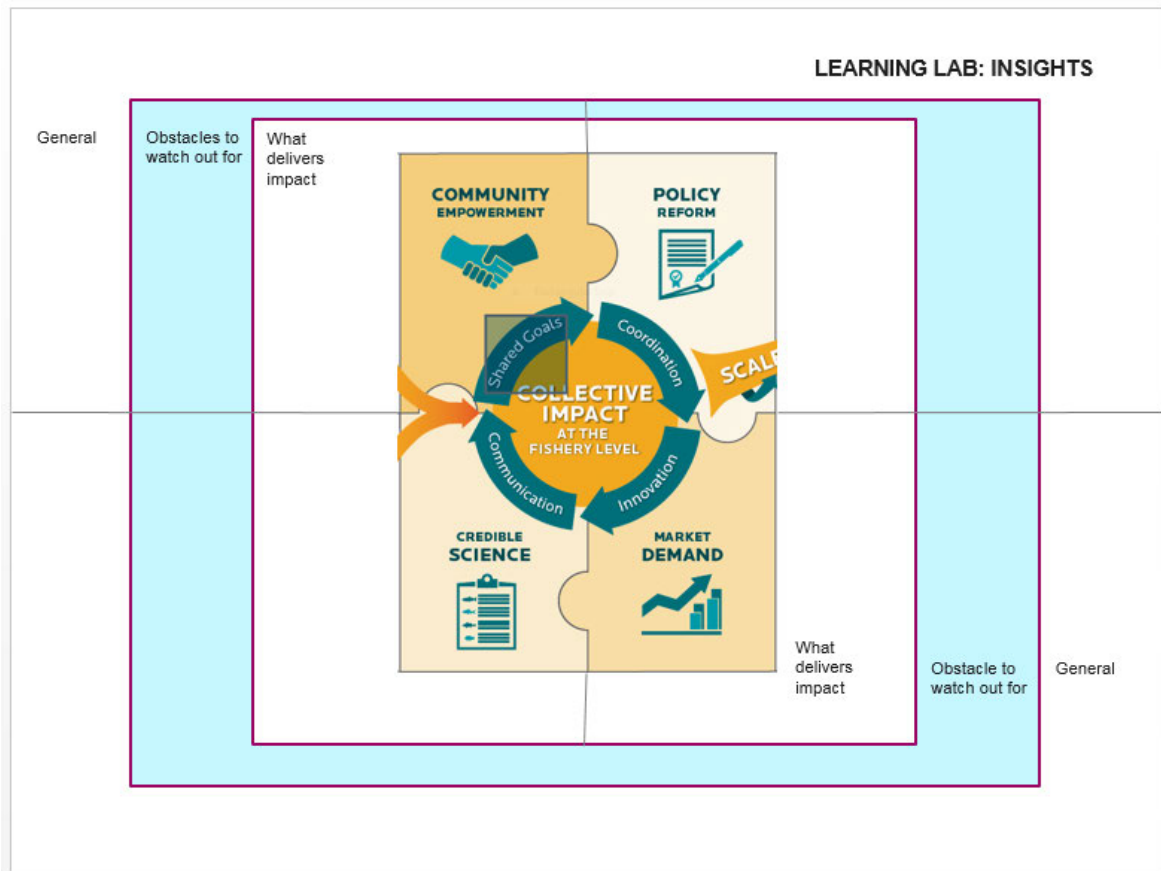
**Data** A lack of good, consistent data and of analysis capacity hinders sound management decisions.

**Enforcement and Compliance** Transition from open access is impossible without dedicating significant resources to enforcement and compliance.



## The Learning Wall: Impact and Obstacles in the Theory of Change

Participants mapped their ideas about what delivers impact and obstacles in each area of the Theory of Change.



### Insights covering all areas

- Change takes a long time.
- Fisheries reform has many components and requires a whole-systems approach.
- Multiple-stakeholder bodies support successful fisheries management.
- It's important to have a good sense of the power dynamics and appetite for co-management.
- There is a need for sustainable financing mechanisms.
- A vision of what long-term success looks like will help keep entities working together.



## COMMUNITY EMPOWERMENT

### What Delivers Impact

- Involving fishers in management helps to drive compliance, enforcement, education, participation, and empowerment
- Extensive outreach and consultation with fishing communities
- Community organization and capacity building
- Education for fishers, their communities, and youth (in conservation, science, and business)
- Collaboration across different sectors and stakeholders
- Women taking a leading role in management

### Obstacles to Watch Out For

- Lack of alternative or additional livelihoods
- Population growth, immigration, and high unemployment
- Brain drain

## POLICY REFORM

### What Delivers Impact

- Easier to manage single-species fisheries
- Local and integrated collaboration
- Focusing on nonmigratory species, for which managed access works well
- Collaboration among government and NGOs
- Revision of management plans on a regular basis
- Engaging private sector financing at an early stage to create an enabling environment
- Developing proper business planning with fishers
- Including users of fisheries products

### Obstacles to Watch Out For

- Illegal, unreported, and unregulated (IUU) fishing
- Insufficient support for enforcement and compliance
- How to determine compliance—is it just fewer infractions or does it involve more?
- Lack of political will and stability, a strong legal framework, or education and commitment of judicial sector
- Management focus mostly on MPAs
- Population growth (means more eligible fishers)
- Accounting for environmental stressors other than fishing pressure (such as climate change) in holistic fisheries management
- Distinguishing between the success of MPAs and managed access

## CREDIBLE SCIENCE

### What Delivers Impact

- Fishers involved in the process and collecting data themselves
- Seascape mapping by fishers prior to policy making
- Improved data collection and catch reporting to support fisheries management
- Technological approach to data collection
- Trial of vessel monitoring systems (VMSs)
- Multispecies rather than single species ecosystem-based management
- Well-managed monitoring and catch logs
- Core registration system underpinning management to quantify who is fishing
- Recognition of importance of no-take and/or replenishment zones
- Incentivizing and generating pride in the contribution to science
- Triangulating fisher catch and log books

### Obstacles to Watch Out For

- Inadequate data analysis of VMS
- Poor access to technology for small-scale fishers
- Costs of scaling VMS
- Fisher log books versus landing data or co-op reports
- Use of some technology limited by service range
- More jobs needed for trained biologists

## MARKET DEMAND

### What Delivers Impact

- Early-stage market recognition working as important driver for change
- Pilots that demonstrate success and allow fishers to see how the new system will work
- Quantifying the potential present and future benefits
- Engaging premium and diversified markets

### Obstacles to Watch Out For

- A high up-front cost for transition without clear return on investment, which poses an obstacle to private-sector funding
- Lack of human and financial resources to start and maintain the transitions
- Need to condense the timeline and make it resilient to political flux
- Unclear definition of “sustainable,” especially for international market
- Unregulated middlemen
- Lack of committed local processing industry
- Frequent trade-off between tourism and fisheries

# The Future for Small-Scale Fisheries and the 50in10 Approach: Recommended Solutions to Key Challenges

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Participants identified sustainable financing, community engagement, data, and enforcement and compliance as the four areas currently requiring the most attention in small-scale fishery improvement projects, and discussed the need for new approaches to overcome obstacles to reform.

Small groups worked together to develop and recommend new ideas for how to address the challenges. 50in10 later hosted follow-up calls with participants from each group to identify next steps and to encourage the attending organizations to commit to leading the process forward.

## Sustainable Finance

The sustainable finance initiative arguably generated the most energy of all the ideas proposed. The finance group proposed the creation of an **Artisanal Fisheries Finance Accelerator** as a neutral convening platform that would bring together finance experts, the investment community, and fisheries reform practitioners to make the case for investment, create tools and guidelines for project developers, and host learning exchanges. The group suggested that the accelerator could explore these additional ideas:

- Development of an investment insurance product for risk reduction
- Mainstreaming development tools for small and medium-size businesses across fisheries: for example, offering business planning support
- Pushing for artisanal access (secure tenure) policy to create the enabling conditions for sustainable fisheries
- Blue Bonds that package fisheries with other private-sector investments in a defined geographic area, such as tourism and blue carbon

Representatives from The Nature Conservancy, EDF, Blueyou, and the Wildlife Conservation Society offered to put together a proposal for a Science for Nature and People (SNAP) bid to fund a dialogue around next steps for small-scale fisheries finance. The proposal would be due at the end of April 2016. Participants also reached out to potential prospects, including investors and other funders, at the SeaWeb Seafood Summit in Malta.

*Conversations about sustainable finance and the finance accelerator will continue through summer 2016. Anyone interested is encouraged to get in touch with Corey Peet, [cpeet@postelsia.com](mailto:cpeet@postelsia.com).*

## Local Engagement, Capacity, and Communications

### Community Engagement Officers

Community engagement officers would build trust and foster two-way communications. This would also cover enforcement and finance, and include a network (possibly volunteer) and grassroots leadership development. Organizations could easily adopt this approach to address primary stated needs, and deliver an integrated approach and strategies for continuity. Another suggestion was to consider the development of a white paper to provide guidelines for improved community engagement.

### Address Alternative Livelihoods Up Front

Designers of community projects would make sure they address alternative livelihoods from the outset to avoid overpromising. This approach would be sustainable and market-based, with a focus on benefits and investment in individuals.

## Data Monitoring and Evaluation

The data group proposed creating a working group that would start with a facilitated session bringing together all the different bodies involved with data to identify existing resources, gaps, and redundancies, as well as barriers to sharing (for instance, security concerns). Then the group could develop a plan of action. Goals include:

- Creating a clear picture of the data that exists
- Specifying the purpose for collecting data
- Defining and agreeing on protocols needed for data collection and consolidation, and ensuring that protocols in use allow cross-purposing of data
- Evaluating available resources
- Developing a curriculum of best practices
- Attempting to match data collection protocols with tools that would increase the marketability of the fishery (for example, Seafood Watch)

## Compliance and Enforcement

Participants proposed a number of Belize-specific initiatives that would increase the level of enforcement:

- Fisheries, Coast Guard, and the Belize Fisheries Department working together and sharing resources and equipment such as helicopters
- Fisher incentives for both compliance and self-regulation
- Raising the profile of fisheries with enforcement bodies
- Website for transparency
- Extension of managed access and ownership
- Education and outreach from top to bottom

Belize is already exploring how to share resources for enforcement, and sharing of helicopters, tracking devices, and the like is starting to happen. There was a question, however, of whether these approaches would be transferable to other regions.



# Taking the Next Steps: What We Can Do

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Ad hoc groups recorded many ideas for what they can do personally and organizationally and what they would like to see others do. They also came up with ideas for recommendations that 50in10 should make to advance fisheries reform. Following are top examples.

## Individuals and organizations said they could do the following:

- Share successes and lessons, and implement projects based on the lessons learned.
- Exchange knowledge, ideas, and tools.
- Seek examples for successful programs.
- Coordinate efforts among organizations.
- Build internal capacity to understand finance and financial mechanisms.
- Create a cohort of leaders able to take on community liaison roles and provide feedback.
- Coordinate efforts to advance the finance initiative.
- Collaborate to advance community engagement.
- Work with others to share information, including biological and sociological data and successful processes.
- Facilitate the process for creation of a global finance platform.
- Improve communication and collaboration, and develop mechanisms.

## Recommended actions for others:

- Industry could work more closely with fishing communities.
- Enforcement bodies could be more actively involved in full fishery management efforts.
- Foundations, impact investors, finance experts, and others could assist with exploring viable options for funding.
- Interested stakeholders could work together to create tools to manage investment risk.

## Recommended actions to further 50in10's work:

- Secure financing for continued dialogue.
- Find and implement sustainable financing models.
- Facilitate the development of cross-sector partnerships for investment and financial management experts and the private sector.
- Increase communication and collaboration between practitioners.
- Assist in coordination and reduce bureaucracy.
- Transition to a more sustainable management approach that requires joint efforts among stakeholders (including fishing communities, NGOs, government, and business).
- Identify and cultivate community grassroots leaders.
- Create national frameworks for scaling solutions.

## CONCLUSION

### Where We're Going From Here

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The Network Convening was the ideal culmination of all the work that had gone into 50in10 over the previous four years. As anyone who works on large social change initiatives knows, it takes a long time to see results. Just as 50in10 had gained significant momentum and was realizing its potential, it became clear that there were no resources to continue.

The overwhelming feedback about the Network Convening was that it was a truly unique opportunity for fisheries practitioners to have valuable conversations with each other and with the NGOs and other entities invested in fishery sustainability. Participants want to continue the conversations and exchange of best practices. But without some sort of organizing body or coordinator to facilitate further learning, we will not be able to effectively tap this enthusiasm and move the conversation forward.

The opportunity to exchange lessons learned with colleagues in other regions should not be unique. People are hungry for information and for the opportunity to share what they are learning. We need an entity to help them coordinate.

Other network organizations, such as Too Big to Ignore, Reef Resilience Network, Sustainable Oceans Lab, and the Locally Managed Marine Area Network, are established in this space and could help guide some of these topics forward. And there are others. But currently there is no centralized, global, and precompetitive (neutral) network of individuals and organizations with a focus on small-scale fisheries improvement serving as the convener of conversations and repository for tools, projects, and theories that are critical to accelerating the transition to sustainability for small-scale fisheries.

We would like to see an entity take on the work of 50in10 as a central catalyst and learning hub. As long as individuals and organizations are working in silos without the benefit of learning from triumphs and mistakes in other communities and regions around the world, we are in a losing battle against time to get small-scale fisheries to the point of self-sustenance.

Meanwhile, we encourage everyone involved in fisheries reform to provide opportunities for collaborative learning across projects, geographies, and entities, and especially to ensure that small-scale fisheries restoration employs all four levers of change—community empowerment, policy reform, credible science, and market demand. We owe it to the fishers, their communities, the NGOs, the funders, and the governments who want to make fisheries the sustainable success story of the 21st century.



# Resources

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[50in10.org](http://50in10.org)

[50in10 Theory of Change \(PDF\)](#)

[Toward Investment in Sustainable Fisheries:  
A Framework for Financing the Transition \(PDF\)](#)

[50in10 Prototype Readiness Indicators](#)

## Prototype Case Studies

**Belize**  
**Lobster and Conch Fisheries**

[Collective Impact  
of Managed Access  
Program Puts Fisheries  
on Path to Recovery](#)

**South Africa**  
**Small-Scale Fisheries**

[Prototype Links Fishing  
Co-op to Markets,  
Models Value Chain  
Innovation for  
New Fishery Law](#)

**Vietnam**  
**Blue Swimmer Crab Fishery**

[Prototype Gains Buy-in  
at Critical Points in the  
Supply Chain](#)



For additional information on the Artisanal Fisheries Finance Accelerator initiative or other ongoing conversations stemming from 50in10 activities, please contact Corey Peet: [cpeet@postelsia.com](mailto:cpeet@postelsia.com).

# Credits, Partners, and Convening Participants

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50in10 would not have been possible without the work of its partners.

Special thanks to the Gordon and Betty Moore Foundation for being there since the beginning with both financial and strategic support.

## Convening Participants

### Facilitation Team

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The following individuals contributed their time to provide valuable input during interviews prior to the Belize convening.

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Melissa Ehrenreich, independent consultant

Larry Epstein, Environmental Defense Fund

Valerie Hickey, The World Bank

Miguel Jorge, The World Bank and former managing director of 50in10

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*All photos in this report, except those on the cover, were provided by Sari Goodfriend, Sari Goodfriend Photography.*

