



**FUTURE**  
*of* **FISH**

**Impact Report 2022**

# Director's letter

*“The achievement of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals requires all hands on deck. It requires different sectors and actors working together in an integrated manner by pooling financial resources, knowledge, and expertise.” - United Nations, Dept of Economic and Social Affairs*



Dear Friends,

Since the founding of Future of Fish over a decade ago, our work in the fisheries sector has afforded us many opportunities to learn, grow, and evolve as an organization. Our team at Future of Fish deeply values the power of iterative momentum to get us ever closer to solving the most complex problems facing our world today. We have applied this value of iteration both to how our organization is structured and to the types of projects we've decided to pursue to drive the change we hope to see in the world. But what exactly is our role in driving systems change in distinct contexts, and how can we deliver the most value as an international organization?

Maximizing resources has always been at the heart of Future of Fish's approach to work. We are constantly seeking how best to leverage existing resources and create new resources for increased knowledge, capacity, and capital flow among stakeholders. In a similar vein, we recognize that small-scale producers are our greatest resource, most important stakeholder, and strongest ally when it comes to generating systems change within coastal communities. This means taking a human-centered approach that puts fishers first at every juncture of a proposed intervention. Overfishing is a problem created by humans, hence, the solution must come from humans. The success of a fisheries intervention must make sense for fishers in their everyday lives. It must integrate into their fishing practices on the water, increase their resilience and opportunities for a decent livelihood, and catalyze better business practices in their local economies, or it will fail.



A key component of ensuring collective success at sea and on land is increasing the financial profitability of small-scale fishing activity in line with better resource management. In this regard, FoF's value proposition stands apart from many other organizations tackling the question of how to deliver sustainably harvested seafood to consumers. Truly sustainable seafood must also sustain the fisherfolk whose livelihoods depend on marine resources. Small-scale producers cannot access formal credit on just terms in many places worldwide. This keeps the fisherfolk who contribute so much to their nation's food security in inescapable cycles of debt bondage and often poverty.

Creating change from the ground up takes time and requires building partnerships and establishing enabling conditions to set the foundation to initiate change. In many ways, 2022 was a year for Future of Fish to focus precisely on that –laying a strong foundation across our programming, partnerships, and country teams. As our non-profit affiliates in Peru and Chile have become increasingly established over the years, our US office continues to narrow its role, contributing our key expertise in finance and systems in addition to our advisory role. We firmly believe that elevating organizations on the ground, who possess knowledge of a country's small-scale fisheries context and who have insights and relationships with local communities, is the best way for us to partner and deliver key services and expertise to drive lasting change in the countries where we work.

As we move into 2023, we continue to cultivate new partnerships in new countries to lend our expertise to understand how we can support and strengthen their capacities to foster sustainable blue economies for their constituents. We look forward to the year ahead and can't wait to check back with you next year with reports from our expanded work.



A handwritten signature in black ink, appearing to read 'Peter Battisti'.

Peter Battisti, Executive Director

## Mission



## Vision

To build human-centered solutions that transform coastal economies for the sustainable use of ocean resources.

A world where coastal communities and the ecosystems that support them are healthy, where local blue economies are diverse and just, and where culture and traditions continue to be at the core of vibrant communities.

# Why blue economy?

A just and blue economy recognizes that the future of fish isn't about oceans or fish, it's about people.

- It's about feeding families.
- It's about sustainable jobs and economic development.
- It's about preserving culture and traditions.
- It's about ensuring access to social and economic capital and other resources that drive sustainable ocean stewardship.



## 17 PARTNERSHIPS FOR THE GOALS



Sustainable Development Goal 17, "recognizes multi-stakeholder partnerships as important vehicles for mobilizing and sharing knowledge, expertise, technologies, and financial resources to support the achievement of the sustainable development goals in all countries..." (sdgs.un.org)

For this reason, SDG 17 is at the heart of everything we do.

# What we do

## Strategy Collaboration Intermediation



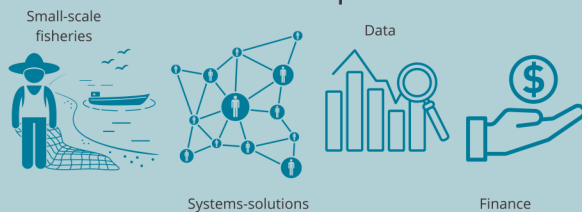
**Strategy** - We dig deep to understand specific challenges our partners face to brainstorm and conceptualize strategies to address their blue economy challenges.

**Collaboration** - We co-create mutually beneficial, innovative approaches that can unlock resources to support responsible, sustainable improvements for our partners and their stakeholders.

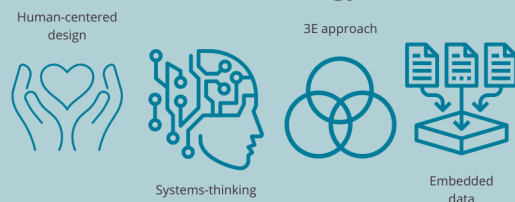
**Intermediation**- We partner deeply as an intermediary among stakeholders to facilitate partnerships that can unlock and deliver resources for sustainable, equitable development.

# How we do it

## Areas of Expertise



## Methodology



# Our impacts

- Financial inclusion
- Responsible commercialization
- Socio-economic improvements
- Fiscal formalization
- Strengthened business capacity
- Women and youth leadership
- Alternative income opportunities
- Increased data collection and usage
- Access to capital and resources

# Case study: World Bank's Global Knowledge Competition

Innovative solutions to reduce coastal overfishing





A defining project in 2022 for Future of Fish was supporting the launch of the Global Knowledge Competition (GKC), a project of the World Bank-led Coastal Fisheries Initiative-Challenge Fund (CFI-CF), whose goal was to promote the sustainable use and management of coastal fish stocks in Cabo Verde, Ecuador, Indonesia, and Peru.

The Coastal Fisheries Initiative (CFI) is a collaborative, global effort funded by the Global Environment Facility (GEF) to preserve marine resources and ensure that coastal fisheries can continue to play their crucial role in society, contributing to food security, as well as economic and social development. We were proud to have partnered with global consulting and implementing firm, Resonance, to support this initiative as part of the competition vendor team.

The competition aimed to mobilize the collective power of fishing communities, businesses, investors, governments, and other seafood stakeholders to design and implement innovative mechanisms and methods that promote the sustainable use and management of coastal fish stocks. The World Bank and other partners publicly recognized the efforts of the winning coalitions and their solutions at the Virtual Knowledge Sharing Seminar, where competition winners and runners-up shared their solutions with a panel of experts including investors, seafood industry representatives, and other sustainable fisheries constituents. Competition winners received acceleration and capacity-building services to strengthen and refine their solutions and move them toward future implementation.

Future of Fish was thrilled to support this initiative as developing platforms and solutions that incentivize actors to collaborate toward actionable change is in our DNA. Our experience tackling systemic problems has taught us two important truths: there are no silver bullet solutions and no one organization can shift a system alone. Overfishing, like many other complex intersections of planet and people, requires multi-stakeholder collaboration.

Over the course of the program, Future of Fish staff provided one-on-one mentorship to several participating coalitions based in Cabo Verde, Ecuador, and Peru. These coalitions allowed an opportunity to see a range of solutions that we believe are essential to solving complex problems. On reflecting on the competition, our Executive Director, Peter Battisti commented, "It was inspiring to see the many different approaches that have the potential to reduce overfishing, whether directly or indirectly addressing the problem. That is the beauty and messiness of systems work. When you boil it down, the two essential elements necessary are innovative solutions and bringing together stakeholders in collaboration."

As the competition wrapped up, we asked ourselves: How can we as a sector keep expanding the way in which people think about coalitions in order to tackle complex social-environmental challenges? At Future of Fish, we continue to build partnerships to expand our expertise and collective power to create change. We look forward to advancing similar work in the future that drives much-needed funding and resources to further coastal fisheries development efforts.

To read more details about the competition, the winning solutions, and the stories behind them, as well as watch a replay of the competition's virtual knowledge-sharing seminar, please visit: [www.worldbank.org/en/programs/solutionstooverfishing](http://www.worldbank.org/en/programs/solutionstooverfishing)



# Case study: Chile

Driving systems change through partnerships







In direct response to the learnings that have surfaced while working alongside fishers, the strategy of Future of Fish Chile has adapted and matured accordingly during the last few years. What remains unchanged is the spirit of Sustainable Development Goal 17, the “Partnership for the Goals,” constantly driving the team’s approach of how best to generate broader systems change in Chilean small-scale fisheries.

This fundamental belief in the necessity of collaboration and co-creation has spurred the formation of many strong and productive partnerships. Two such multi-year partnerships are with Agrupación Social de Jaiberos (crabbers) de San Antonio and Centro Pesca Sustentable. After several years of efforts predominantly focused on building members’ proficiency in product processing and marketing, 2022 marked an exciting milestone—the collaboration raised enough capital to finish enabling a fully equipped processing plant. This plant ensures that a higher percentage of proceeds from their harvest now stays within the local San Antonio community, adding value to the catch. The locally raised funds have allowed the fisher association to hire administrative and processing staff for a full year, enabling them to operate and build internal capacity to maintain operations in the longer run. Successes like this strengthen fishers’ responsible business autonomy, creating a tangible impact on members’ well-being that extends into facets of their lives far beyond the immediate fishery.

Working in solidarity with communities like San Antonio served as an internal inflection point for the FoF Chile team in conceptualizing their role as a systems intermediary.

The team’s experiences collaborating with fishers from Duao, San Antonio, and other caletas –and through the whole chain from water to final consumer– have strengthened a set of tools and experiences to help guide other fishing associations and cooperatives along their journeys to commercialization. Furthermore, the team applied these insights to the formal creation of a diagnostic tool—a roadmap to responsible added value commercialization—so that San Antonio’s successes can be adapted, replicated, and scaled to new regions of the country.

SDG 17 has served as FoF Chile’s organizational compass since the team’s inception. FoF Chile professionals are continually seeking out new actors in the Chilean small-scale fisheries landscape with which to form alliances. As the organization’s vision has matured, they have shifted from mainly working in local contexts to seeking more institutional partnerships, recognizing this as the pathway forward to what will have the greatest scope of impact in the country. 2022 saw working relationships with entities like SERNAPESCA, Oceana, Abalobi, the University of Concepción, Fundación Chile, Fundación Mi Caleta, and SUBPESCA flourish, strengthening commercial capacity within fishing organizations, and creating new opportunities for partnerships in 2023 and beyond.



## Case study: Peru

Promoting the responsible consumption of seafood





Laying the foundation and advancing partnerships for the UN Global Goals were very much driving themes of Future of Fish Peru’s work in 2022. The partnerships we have built with fishers and local markets in Lima over the past two years have led to the conceptualization of a national platform to promote responsible consumption of Peruvian seafood products, which is planned to be launched in 2023. To ensure that the resulting platform is inclusive and holistic, FoF Peru has been convening a broad range of stakeholders including fishers, chefs, NGOs, and other seafood purveyors in local and national markets to gather inputs to inform its design.

Through FoF Peru’s long-standing efforts in laying the groundwork for lasting development in Peruvian fishing communities like La Islilla, it was identified early on that fishers first require support alleviating critical physical and social infrastructure challenges related to safety, health, and well-being before being able to address issues like overfishing meaningfully. FoF Peru collaborated with Blue Ventures, a health-environment NGO based in Africa, in a series of preliminary diagnostic and mapping sessions with community members and local government officials who recognized waste management and WASH challenges as preventing fishers from being able to think about ocean resource conservation and sustainable practices. Tackling these challenges over the long term prioritizes disease prevention and increases several positive community-wide health outcomes. Lessening illness and the associated medical expenses thereby reduces one of the fishers’ external economic drivers that lead to overfishing. This enables fishers to value quality over quantity, being more thoughtful with their fishing methods and selective with the catch they keep.

Leveraging a co-design approach in La Islilla was the right step to engage with the community. Due to the importance of the artisanal fishing fleet in La Islilla, the community has seen organizations, both charitable and private, take an interest in their work. This has led to a general sense of NGO fatigue resulting in resistance to new organizations looking to partner with the fishing community. The FoF team began developing relationships with fishers in the community and learned that there was a lack of readiness for new supply chain solutions from NGOs. First, more trust needed to be built in the community. The team pivoted and focused on building relationships not only with fishers but with the broader community, working on leadership development with women and youth groups. With work being executed over June-September, 2022 the Future of Fish team implemented a diverse range of workshops ranging from Environmental Education, Leadership Training, and Summer Camps for children. The team had 168 participants in their workshops and events in the La Islilla community, of which 82% were women and girls, and 34% were youth participants. Of these workshops, a majority of the work was based on identifying solutions in the COBI Leadership training workshops with community champions in La Islilla.





The FoF Peru team was invited to participate in the community's anniversary celebration—evidence of the creation of a solid foundation for future partnership and program development between La Islilla and our team.

In discovering the lack of readiness for supply chain solutions in La Islilla, the team realized that in order to advance these pilots there was a need to engage with different communities. Working with our partner network, the team began to identify and establish relationships in San Jose and La Tortuga – laying the groundwork for seafood supply chain solutions.

In the spirit of SDG 17: Partnership for the Goals, Future of Fish, along with eight other Peruvian NGOs became part of a coalition for the USAID and Walton Family Foundation-funded project Por la Pesca. Much of 2022 was spent in weekly meetings with the coalition partners designing the project that will help the artisanal fishing sector and promote sustainable fishing in Ecuador and Peru. The five-year project officially launched in September 2022, and the team is excited to be working alongside fellow NGOs Redes Fishing Sustainability, Pro Delphinus, the Environmental Defense Fund (EDF), Peruvian Society for Environmental Law, Sustainable Fisheries Partnership (SFP), The Nature Conservancy Peru, World Wildlife Fund (WWF) Peru, and WildAid.



## Connecting ideas to drive change

There is no silver bullet for systems change. Future of Fish's approach focuses on partnerships, innovations, and an iterative design-and-implement process. We believe in sharing our learnings in the process with the greater community as no one organization can shift a system alone. In 2022, our team had the opportunity to share our expertise and learn from the expertise of others at a number of events around the world.



Future of Fish's Executive Director, Peter Battisti, participates in Global Washington's Goalmakers panel: "What is the role of blended finance and other creative approaches to mobilizing capital in support of decent work and economic growth in the Global South?"

Events where FoF presented in 2022 included:

- Global Washington's Goalmakers
- UN Program: "Shaping Innovation Futures"
- USAID Fishright Program
- UN High-Level Political Forum 2022
- World Bank Global Knowledge Competition: "Solutions to Overfishing in Coastal Waters"
- Feria de Tecnología, Innovación, y Colaboración para la Sustentabilidad Pesquera y Acuícola
- 3a Edición Summit Latinoamericano por la Sostenibilidad Pesquera y Acuícola



Laying the foundation for SDG 17 through our efforts to forge new partnerships with like-minded stakeholders and strengthen opportunities for collaboration.

## What's next

In the upcoming year, Future of Fish looks forward to deepening our work in finance and digital services. We are expanding our subject matter expertise to incorporate new opportunities for innovative ocean solutions, and amplifying our network of partners and strategic alliances within the blue economy.

Future of Fish's work has shown a need to increase financial inclusion for small-scale fishers. Economic and cultural barriers often mean that small-scale fishers remain locked out of accessing finance to help grow their businesses. Through creative finance mechanisms like loan guarantees, barriers are removed for fishers who can secure more favorable terms through these blended finance instruments. At the same time, loan guarantees entice banks to expand their financial services into new sectors like fisheries while managing inherent risks.

Two geographies where Future of Fish will be exploring the possibility of loan guarantee and access to finance programs through our long-established non-profit affiliate organization in Peru, and via a soon-to-be finalized memorandum of understanding in Mexico with Pronatura Noroeste, the oldest conservation organization in the country.

When it comes to expanding our blue economy portfolio, Future of Fish will also be diving deep into the seaweed world— supporting partners in exploring production techniques, innovation with seaweed-based products, the role of seaweed in restorative capacities, and its role in biodiversity protection.

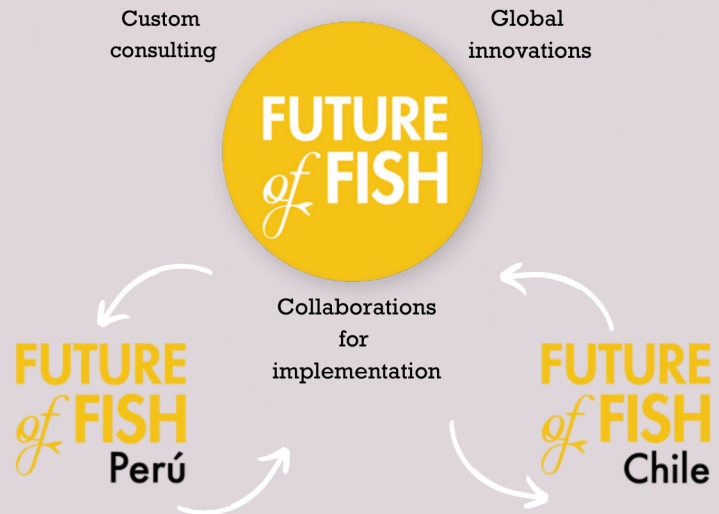
Our team is particularly motivated to understand the opportunities and challenges for seaweed to unlock economic diversification for at-risk coastal communities, as coastal livelihoods are increasingly threatened by overfishing and the impacts of climate change. To this end, our team will participate in learning and networking events to expand our knowledge and meet new partners within this sector. Along with increasing our subject matter expertise, we aspire to build partnerships with innovative startup companies that are leading the way in ensuring seaweed is included in the broader suite of blue economy solutions.

Finally, we are excited to cultivate partnerships and form alliances with other organizations striving to advance innovations in the blue economy sector that will protect ocean ecosystems, support livelihoods in vulnerable coastal communities, and promote solutions to the UN Sustainable Development Goals. If you are interested in exploring how we might partner together in the New Year, please connect with us at [info@futureoffish.org](mailto:info@futureoffish.org).



## A global group of changemakers

Future of Fish is made up of three organizations and partnered with collaborators around the world. On a mission to scale impact and create change, Future of Fish partners with local organizations and NGOs to co-design and launch programs. Future of Fish Peru and Future of Fish Chile are two of our closest local implementation partners, piloting innovative and collaborative regional solutions to address ocean issues. The success and learnings from these pilots are shared with partners globally, identifying new potential areas for implementation.



## Future of Fish Global team



Peter Battisti  
Executive Director



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Director of Global Operations



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# How to get in touch

Interested in working together?  
See the potential for partnership?



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Connect with us on  
social media!



[futureoffish.org](http://futureoffish.org)