



**STRATEGIC PLAN
(2021 – 2026)**

CONTENIDO

1. INTRODUCTION	3
2. ABOUT REDES – SOSTENIBILIDAD PESQUERA	5
2.1. Organization Profile	5
2.2. Guiding values	6
3. INTERNAL ASSESSMENT	8
3.1. Strengths	8
4. STRATEGIC PLAN	10
4.1. Vision	10
4.2. Mission	10
4.3. The problem to be addressed	10
4.4. Changes we aim to foster	12
5. THEORY OF CHANGE	15

1. INTRODUCTION

REDES – Sostenibilidad Pesquera (REDES-SP) is a non-profit organization founded in Peru in 2017. Since its foundation, the efforts of REDES-SP members focused on developing consultancies and specialized studies requested by fishing organizations in Peru and also in other Latin-American countries. Although this work model allowed REDES-SP partners to gain knowledge, experience and networking, time raised the need to have an independent organization with its own identity that would be able to run lines of action in an orderly and strategic way, with a shared vision on issues affecting the artisanal fishing sector in Peru.

Funding of the Project “Identification of Incentives for Sustainability of the Peruvian Artisanal Fisheries Value Chain” by The Walton Family Foundation set the enabling conditions for REDES-SP to consolidate at institutional level in the short-term, as well as to strengthen itself. In this regard, the main task was to carry out a Strategic Planning process to establish objectives and strategies in the long-term, allowing the effective management of both economic and human resources.

Thus, REDES-SP planning process kicked-off between January and October 2020 with support of ECOBIOTEC del Ecuador Cía. Ltda. (ECOBIOTEC). During the first phase, ECOBIOTEC collected relevant information of the organization: from primary sources



(interviews with REDES-SP members, partners and other key stakeholders) and secondary sources (documentation, management tools, job position profiles, etc.). The second phase comprised participatory workshops led by ECOBIOTEC. Here, REDES-SP partners carried out a self-assessment to identify their strengths and improvement opportunities at organization level. Moreover, strategic planning elements were agreed (e.g.: mission, vision for the future, values, expected results, milestones and performance indicators). During the third and final phase, REDES-SP team validated and approved the final version of the Strategic Plan (2021 – 2026) and Theory of Change, which outlines its participation in the Peruvian fishing sector. Its core elements are included in this document.



2. ABOUT REDES SOSTENIBILIDAD PESQUERA

2.1. Organization Profile

REDES – Sostenibilidad Pesquera was born as a space to suggest comprehensive solutions to the challenges faced by artisanal fisheries in Peru. For those individuals who are part of REDES-SP, it is quite impossible to talk about sustainable fisheries without ensuring this activity generates both economic and social benefits for all stakeholders involved in the value chain, especially artisanal fishers and their families.

Its foundation dates back to 2017, specifically in Piura – one of the most important artisanal fishing zones, where its founding partners gained most of their professional experience before its creation. Their vast experience includes technical studies about fishing and socioeconomic characteristics of artisanal fisheries, implementation of projects aimed to foster sustainable fisheries, etc.

Since its very beginning, REDES-SP has opted for the articulated work with public and private organizations of the fishing sector. In this context, it has run studies and activities, both in partnership or upon request, for relevant national and international institutions working in conservation of marine ecosystems and sustainable development of Peruvian fisheries, such as World Wildlife Fund (WWF), OCEANA, Sustainable Fisheries Partnership (SFP), The Nature Conservancy (TNC), Sociedad Peruana de Derecho Ambiental (SPDA), Sociedad Nacional de Pesquería (SNP), Universidad Nacional Agraria La Molina (UNALM), University of Saint Andrews (Scotland-UK), Resources Legacy Fund (RLF) and The Food and Agriculture Organization of the United Nations (FAO).

Nowadays, REDES-SP has a multidisciplinary team with different professional points of view, which final aim is to develop comprehensive initiatives to have a positive impact on fishing resources management and marine ecosystems conservation, as well as improving the quality of life of individuals, families and communities who depend on them. Most of the team is based on Lima, where its administrative office is located. However, due to its strategic importance, its operations HQ is located in Piura, where there is a coordination liaison. Furthermore, its vision comprises the identification of experts along the Peruvian coastline, in order to decentralize its work and foster capacity building at local level.

2.2 Guiding values

I) Confidence that change is possible

We are fully aware of the structural problems that affect and prevail in the Peruvian fishing sector over the decades. However, we won't let this to divert our pathway. Despite challenges, we are motivated and confident that our initiatives have the potential to have a positive impact on fisheries and communities we work with.

II) Social justice

Our interventions not only aim to secure the conservation of fishing resources and marine ecosystems, but also to have a direct impact on the recognition of rights, fair distribution of the power for participation and decision, as well as social and economic benefits resulting from sustainable activities. In this regard, we expect to have more room to improve the quality of life of the most vulnerable fishing communities.

III) Fishing communities as change agents

Experience has taught us that the most successful interventions are those carried out together with social stakeholders. By doing this from the very beginning, it is possible to include their interests, needs and real motivations. Therefore, we perceive ourselves as strategic partners that provide technical assistance, support a wider visibility, and boost participation of fishing communities to fulfill their role as change agents. In this context, we advocate for their priorities, assume commitments and responsibilities, and consider each of their particular dynamics.

IV) Gender equality

We recognize that participation of men and women in fishing activities is different but equally important. However, the sector is still predominantly male-oriented in Peru. In this regard, our interventions aim to create the enabling conditions to give equal opportunities for both men and women to access, manage and control fishing resources, as well as to get benefits from the activities. Moreover, we commit to create opportunities for women's professional development in a safe environment, since they are quite interested in contributing to the fishing sector nationwide.

V) Culture of dialogue and consensus

We strongly believe that the most effective solutions to address issues affecting the national fishing sector are those encompassing the identification of interests and common goals from key stakeholders. Although we recognize and respect the different types of fisheries and fishing communities, we aim to go beyond by creating strategies and knowledge that enable common ground and channels of communication and understating, in order to avoid any kind of polarization in the process.

VI) Accuracy and objectivity

We aim that all our actions are based on the best available top-notch objective information from both scientific sources and traditional and empiric knowledge, duly recorded and validated. We give credit to all sources of information at all times and we commit ourselves to submit our knowledge contributions to internal and external quality controls.

VII) Ethics and coherence

Our behavior and actions are guided by respect, honesty and transparency. We always go above and beyond our capacities and our actions are based on values and goals. We always avoid inconsistencies between our speech and our actions on the ground.

VIII) Critical and proactive opinion

We consider critiques as an analysis tool to better understand a specific situation. We use it in order to suggest suitable solutions for both key stakeholders and communities.

IX) Commitment with local capacity building

We are aware that Peru harbors interdisciplinary professionals with a great capacity and potential to contribute towards the development process of the fishing activity. Although we always try to be aware of schools of thought, work models and strategies at international scale, we aim to prioritize and boost local human capital in areas where we deploy our efforts. Thus, we seek to articulate different knowledge with a local insight approach.

X) Spirit of collaboration and partnerships

We are aware of the structural changes we aim to. Therefore, we foster collaboration and strategic partnerships with different national and international organizations, by complementing our capacities and creating synergies to achieve better results and impacts through our initiatives.

3. INTERNAL ASSESSMENT: Our strengths and improvement opportunities

3.1. Strengths

- **Compliance with formality requirements.** Being legally established and comply with other requirements of non-profit organizations allows REDES-SP to participate in different tender processes and also to channel donations. On the other hand, it provides to its employees with the minimum conditions of formality, which is an added value if we talk of NGOs countrywide.
- **Multidisciplinary team.** It allows to develop a more comprehensive fishing approach, by addressing economic, ecological and social aspects.
- **Young team committed** to the purpose of the organization, fishing communities and other key stakeholders. This enables a better picture of new opportunities and strategies that facilitate the fulfillment of objectives, even beyond the pre-established pathways.
- **Team capable of formulating projects** and developing consistent and coherent concepts both at technical (problem statement, intervention strategies, objectives, goals, indicators, etc.) and financial scales.
- **Team with field experience,** which provides the team with a wider empirical knowledge on the issues affecting the fishing sector and stakeholders involved. This allows to have debate and analysis processes based on real situations.
- **Interest in subjects hardly addressed in the sector.** It allows to identify niches to develop specialized knowledge and reduces initiatives/efforts overlapping.
- **Development of strategies based on key stakeholders' participation.** It creates the conditions for communities and commercial agents to be the main actors in the processes of change and search of solutions.



4. PLAN ESTRATÉGICO

4.1. Vision

The proposed vision responds to partners' expectation about REDES-SP consolidation at organizational level. It is presented in the following terms:

“By 2026, be an organization with capacities, knowledge, tools and methodologies to implement high-impact initiatives on fisheries and wellbeing of fishing communities.”

4.2. Mission

To contribute towards the sustainable management of fisheries and wellbeing of fishing communities through initiatives that reduce impacts on ecosystems whilst securing economic profitability and empowerment of users of fishing resources

For REDES-SP resources **users** include **artisanal fishermen**, but also all **agents involved along** value chains.

4.3. The problem to be addressed

Governance systems on fisheries play a key role in securing human wellbeing, social equity and proper functioning of marine ecosystems (FAO, 2015). Thanks to governance systems we can establish principles and main objectives for the sector, by harmonizing and balancing perspectives of stakeholders involved (governments and civil society). It comprises, among other elements, forms, processes and means of organization, structure of institutions, legal, social and economic tools and results achieved in resources management .

As a result of the current fishing governance system analysis, REDES-SP concludes that it is inefficient and unequal mainly due to the following three conditions (root causes):

- I) It does not include needs or involve users.
- II) Weak articulation between State institutions.
- III) Users are not able to participate in an equal way.

Thus, the following problem is delimited as the situation that frames and motivates REDES-SP interventions:

“The fishing **governance system** in Peru is **inefficient and unequal** because it **does not adequately involve users**, who **participate under unfair conditions**. Moreover, the system is based on a **weak intra and inter-institutional articulation**. This generates **conflicts and have a negative impact on the sustainable use** of marine resources and fair distribution of its benefits.”

In this regard, REDES-SP defines its intervention area to root causes i) and iii), as showcased below:

Table 1: Description of root causes prioritized for REDES-SP intervention by 2026

Root causes	Related problems
Governance system in Peru does not include needs or involve users.	No mechanisms or processes in place to gather opinions, interests, and contributions from different fisheries users at different geographic scales. Limited and unreliable available information on fisheries (not necessarily reflects economic and social aspects).
Users are not able to participate in an equal way.	Fishing users do not have the tools or capacities to equally participate in key fishing governance processes.

[1]Governance of fisheries and aquaculture. Available at: <http://www.fao.org/fishery/governance/es>

4.4. Changes we aim to foster

The expected change (impact) and results from REDES-SP direct intervention, as well as its indicators and 2026 goals, are outlined in the table below:

Table 2: Indicators and goals by 2026, per desired situation and results

Expected changes	Indicators	Goals by 2026
Desired situation		
The fisheries governance system in Peru is more horizontal and equal, as key stakeholders actively contribute to fisheries	Volume of landings from fisheries with community fishing management, which also have a regulatory framework that makes them viable and sustainable	30% of the volume of community-managed fisheries have a regulatory framework that makes them viable and sustainable
Results		
R1: Users of the fishing resources have the capacity and tools to propose and implement improvements in management, by channeling their needs and demands properly	<p>Number of proposals to improve fishing management, prepared and managed by users</p> <p>Number of groups that have the capacity and tools to propose and implement improvements in fisheries management</p>	<p>5 management improvement proposals prepared and managed by users</p> <p>3 groups have the capacity and tools to propose and implement improvements in fisheries management</p>
R2: Users of fishing resources participate effectively in decision-making processes for fisheries management and their needs and interests are incorporated into public policies	<p>Number of public policy initiatives (underway) that were managed by users</p> <p>Number of new public policies (approved) that were managed by users</p>	<p>2 public policy initiatives (underway) that were managed by users</p> <p>1 new public policy (approved) that were managed by users</p>
R3: Key stakeholders have reliable information on fisheries and fishing communities that depend on them. Such information is considered during decision-making and problem-solving processes	<p>Percentage of key stakeholders in REDES-SP initiatives who have access to reliable information on fisheries</p> <p>Number of analyzes run by REDES-SP that provide key technical information to feed decision-making and problem-solving processes related to fisheries</p>	<p>75% of key stakeholders in REDES-SP initiatives have access to reliable information on fisheries</p> <p>10 analyzes run by REDES-SP provide key technical information to feed decision-making and problem-solving processes related to fisheries</p>

To achieve the proposed results, the following operational goals are set in the short term:

Table 3: Operational plan. Goals by 2021, per result

Results	Operational Plan – Goals by 2021
R1: Users of the fishing resources have the capacity and tools to propose and implement improvements in management, by channeling their needs and demands properly	<p>REDES-SP has consolidated its work with at least one group of users and it is developing a training plan</p> <hr/> <p>REDES-SP has developed a baseline of local stakeholders and potential partners in a new intervention area</p>
R2: Users of fishing resources participate effectively in decision-making processes for fisheries management and their needs and interests are incorporated into public policies	<p>At least one group of users participates in negotiation, dialogue and advocacy processes with decision makers, advised by REDES-SP</p>
R3: Key stakeholders have reliable information on fisheries and fishing communities that depend on them. Such information is considered during decision-making and problem-solving processes	<p>REDES-SP has developed a strategy to make the information accessible to different users of the activity</p> <hr/> <p>REDES-SP has developed at least two technical documents that have been shared in discussion spaces for fisheries governance</p>

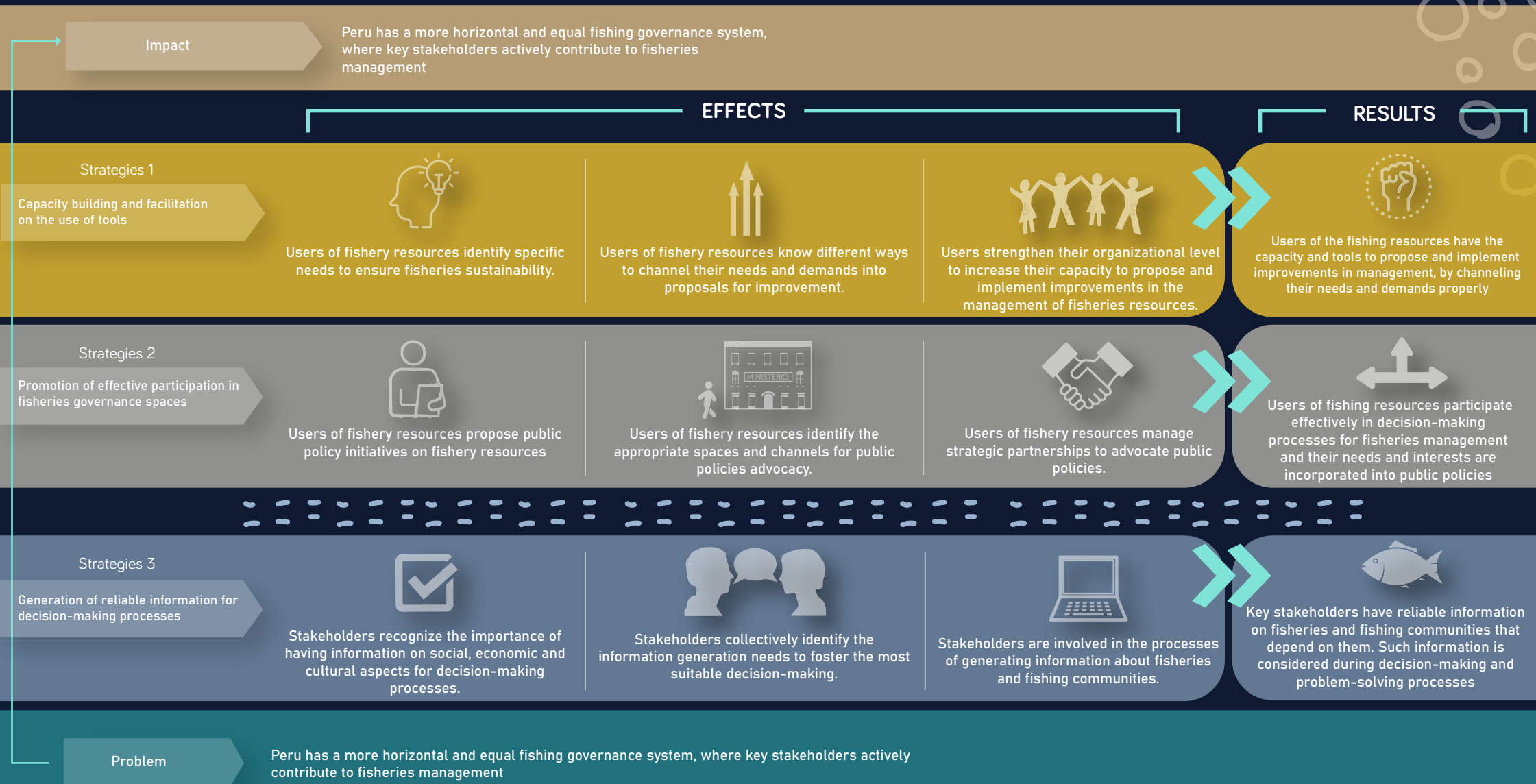
Furthermore, it is worth mentioning that the target group of REDES-SP interventions includes, mainly, organizations of artisanal fishermen and shipowners, grassroot fishermen (who do not belong to a formal organization) and fishing communities (actors that are indirectly linked to fishing as an economic activity), as well as traders and intermediaries or other agents participating in Peruvian fishing value chains.

Although REDES-SP will also deploy institutional efforts to advocate on government entities, its main intervention strategy is to strengthen users to foster the so needed changes and transformations in order to improve their activity and quality of life.

Furthermore, partnerships with NGOs, universities and independent researchers are critical to have a wider scope in terms of advocacy in public spaces, as well as to generate multidimensional information to a better decision-making process that considers economic, social and ecosystem aspects.



THEORY OF CHANGE



REDES SP seeks to contribute towards the sustainable management of fisheries and wellbeing of fishing communities through initiatives that reduce impacts on ecosystems whilst securing economic profitability and empowerment of users of fishing resources



