

# 2022 - 2028 STRATEGIC PLAN



**Adopted April 21, 2022**

“Walk with purpose, collide with destiny” - Patrice Berry

## Our History

NAMA was founded in 1997 with a vision to gather New England’s diverse fishery stakeholders together to design a new approach to managing fisheries. This vision centered around empowering local fishermen and coastal communities, working effectively with government agencies and environmental groups, and identifying solutions to the ocean’s ecological challenges without losing the fishing culture and communities in the process. Today, we are a North American organization, fishermen-led, with a mission to build a broad movement toward healthy fisheries and fishing communities.

## Our Mission

NAMA is a fishermen-led alliance building a broad movement for healthy oceans and thriving fishing communities

## Our Vision

A powerful network of community-based fishermen, crew, fishworkers, and their allies that are organized effectively toward:

- Marine ecosystems are protected from industrialization, privatization, corporate takeover, and over-exploitation.
- Vibrant and viable fishing communities are thriving and supporting community-based fishermen.
- Scale of fishing operations, and the gears used to fish – both commercial and recreational – match the scales of the ecosystems within which fishing occurs. ● Fishermen are economically empowered as the compensation for their catch is meeting their true cost of operations.
- Fishworkers along the seafood value chain and crew are paid fairly, have safe working conditions free of threats, racism and intimidation, and have a voice in the workplace. ● Diversity of species that reflect fishermen’s true catch is moving into local and regional food systems first.
- Transparent, participatory, and localized decision-making processes are in place to govern and manage fisheries.
- Scientific research genuinely includes community-based fishermen.
- People of all races, incomes, cultural backgrounds, and ethnicities can afford food from the ocean.

## Our Values

**Trust:** Moving at the speed of trust builds deep and trusting relationships with community based fisherman, crew, fishworkers and allies.

**Community Led:** Small and medium scale community-based fishermen bring high value to marine ecosystems, coastal communities, working waterfronts, local and regional economies, and our food systems and must be the leading voice at the core of our movement.

**Dignity for All People:** Marginalization of any peoples is rooted in a long history of racism, exclusion, and oppression. The wisdom of Black, Indigenous, Latinx, and other people of color, women, LGBTQI+, and immigrants is integral to a just and sustainable seafood system.

**Economic Empowerment:** All those in our seafood value chain and fishing communities must be in control of the price they are paid, be paid fair wages, and afforded lives with dignity.

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**Human and Environmental Issues are One:** Sustainability measures must include the inexcusable damage of modern day slavery, loss of fishing traditions, and inequitable food access.

**Equitable Access and Fair Markets:** Market strategies must not threaten the continued survival of small and medium-scale community-based fishermen, and equitable access to seafood.

**(Sea)Food Sovereignty:** All people should have the right to healthy, culturally appropriate foods that are produced and procured through ecologically sound and sustainable methods. Food providers, distributors, and eaters, not markets and multi-national corporations, are central to healthy systems. (Adapted from Declaration of Nyéléni, the first global forum on food sovereignty, Mali, 2007)

## Our Unique Role

We play three unique roles and strengths in our movement; big picture viewing, pollinating, and fortifying. What sets us apart from others are our roles combined with our values and our commitment to being servant leaders of the fishing communities who lead our work.

## Our Strategic Filters

- Our work will always be led by community-based fishermen and fishing communities. ● We will only ally ourselves with groups, stakeholders, communities, and movements that share our values, and we will participate in events and opportunities only if we can bring our point of view to the conversation.
- We will not support policies that privatize the ocean or fishing rights. ● To allow us the independence we require to address public policy, we will not take funding from sources that can 1) limit what we can do 2) legitimize policies and strategies we don't agree with, and, 3) shut the door on our ability to organize with family fishermen.
- We will not support factory fishing or factory fish farming.
- We want to build a movement not an empire; to that end, our organization's annual operating budget will not exceed \$2 million.

## Our GOALS for 2022-2028

1. **Expand our geographical reach to shift international trade and public policy.** Build a powerful North American movement and power base to be leveraged toward international policy changes and market transformation.
2. **Change public policies toward sustainability.** Halt federal policies that bolster industrial fisheries such as the AQUAA Act and Catch Shares and generate federal policies that uplift community-based fisheries and protect the ocean commons.
3. **Shift seafood value chain policies toward community based and equitable models.** Expand and fortify seafood procurement policies so that millions of dollars of purchasing power shift away from globalized and industrial fisheries.
4. **Ensure organizational effectiveness.** NAMA is a well governed, managed, funded, and developed organization operating in alignment with our commitment to racial justice.

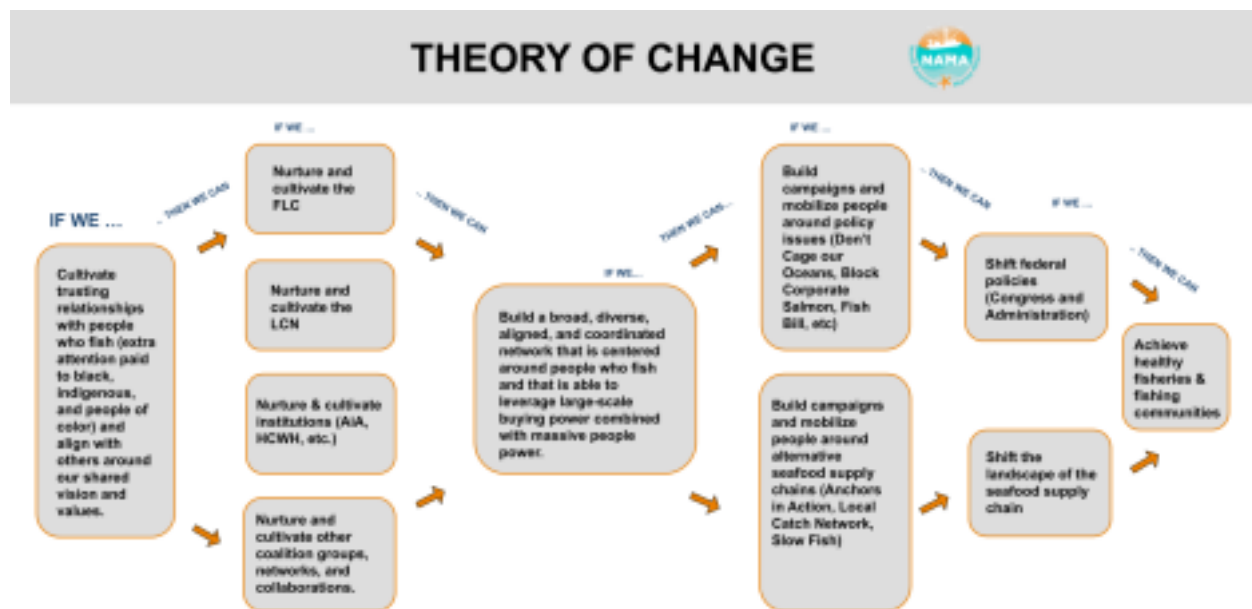
## Our Key Program Areas and Desired Outcomes

No single program area can achieve any outcome alone. However, taken together, we believe the following areas will strategies will collectively help us achieve our 2022-2028 desired outcomes:

1. Live into our new name to truly become a North American alliance
2. Movement building by focusing on:
  - a. Fish Locally Collaborative
  - b. Local Catch Network
  - c. Slow Fish Network
  - d. Broad Network Building
3. Shifting institutional purchasing policies
4. Congressional and Federal Action strategies
5. Organizational effectiveness strategies:
  - a. Governance
  - b. Fundraising and Development
  - c. Organizational Leadership

# Our Theory of Change

[Link to image](#)



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## Definitions

**Purpose** answers the question why.

**Outcome** speaks to what – the vision of what success will look and feel like when we “arrive.”

**Process** speaks to how – the specific steps involved in getting there.

**Vision** is a picture of success in the future--what we are working to bring about that others’ may not yet see.

**Mission statement** is a written declaration of our core purpose and focus that doesn’t change over time.

**Values** are our foundational beliefs--what we stand for

**Strategic filters** are non-negotiable criteria about what we will and will not do in the future.

**Theory of change** articulates our understanding about the problem we exist to address and our assumptions about what we believe is needed in order to create solutions.

**SWOT analysis** allows us to see ourselves in the context of what is currently happening around us-- both internally (Strengths and Weaknesses) and externally (Opportunities and Threats)

**Goals** are broad strategic directions that we take in the pursuit of our mission and purpose.

**Tactics** are strategic steps we take in the process of our work - it's our To-Do list.

**Privatization** is the act of transforming fishing access rights and the ocean itself into monetary, private property assets, which allows for the purchase of permits and quotas to consolidate upward to the most affluent, and often far removed corporations, and commodification of the ocean through leases for mining, extraction, and construction known to have adverse impact on the ocean ecosystems. The ocean and its resources should be held in a public trust for current and future generations and not privatized. Nor should policies be designed to further consolidate fisheries access into fewer hands. Fair access to the ocean commons is supported by purchasing seafood from community based fishermen and by advocating for better policy that protect and promote, independent, owner operators.

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**Community-Based fishermen** live and work in the communities where they fish. They are typically independent, owner-operators and the bulk of the boat's earned income circulates within close range of the community. This contrasts with fishing operations that extract money and resources from coastal communities and circulate them elsewhere, often carried out by large corporations or investors without community ties. Community-based fishermen operate small and medium scale boats that match the scale of the ecosystems where they fish. They are ecological experts attuned to the nuances of ocean rhythms, fish migration patterns, and spawning habitat. Community-based fishermen are part of the social fabric that builds identity and culture within a community. The term community-based also reminds us that what is possible in one region may not necessarily be possible in another due to differences in marine ecosystems, infrastructure, community interest, and more.

