

The Tilapia Table

People

Environment

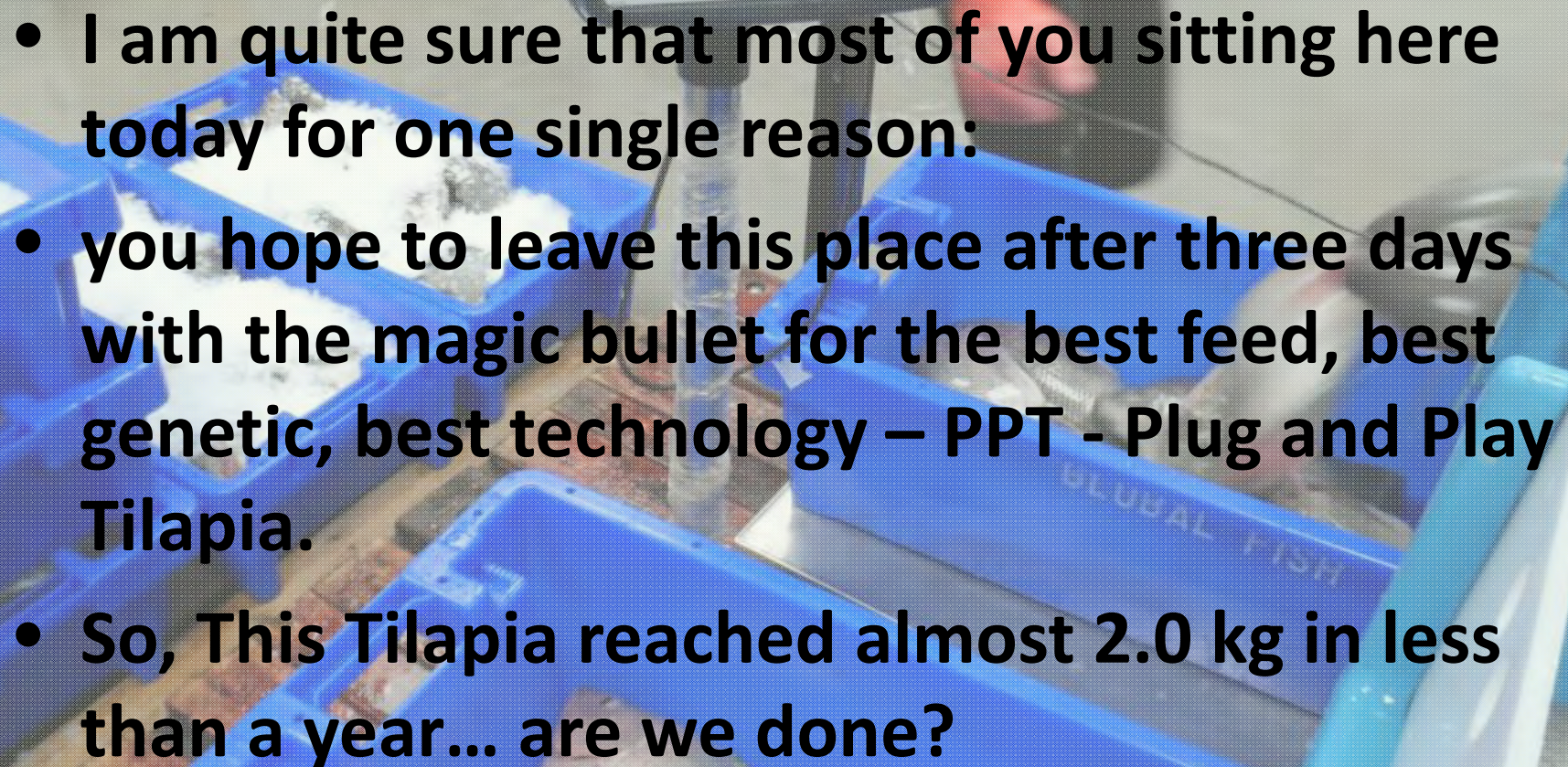
Economy

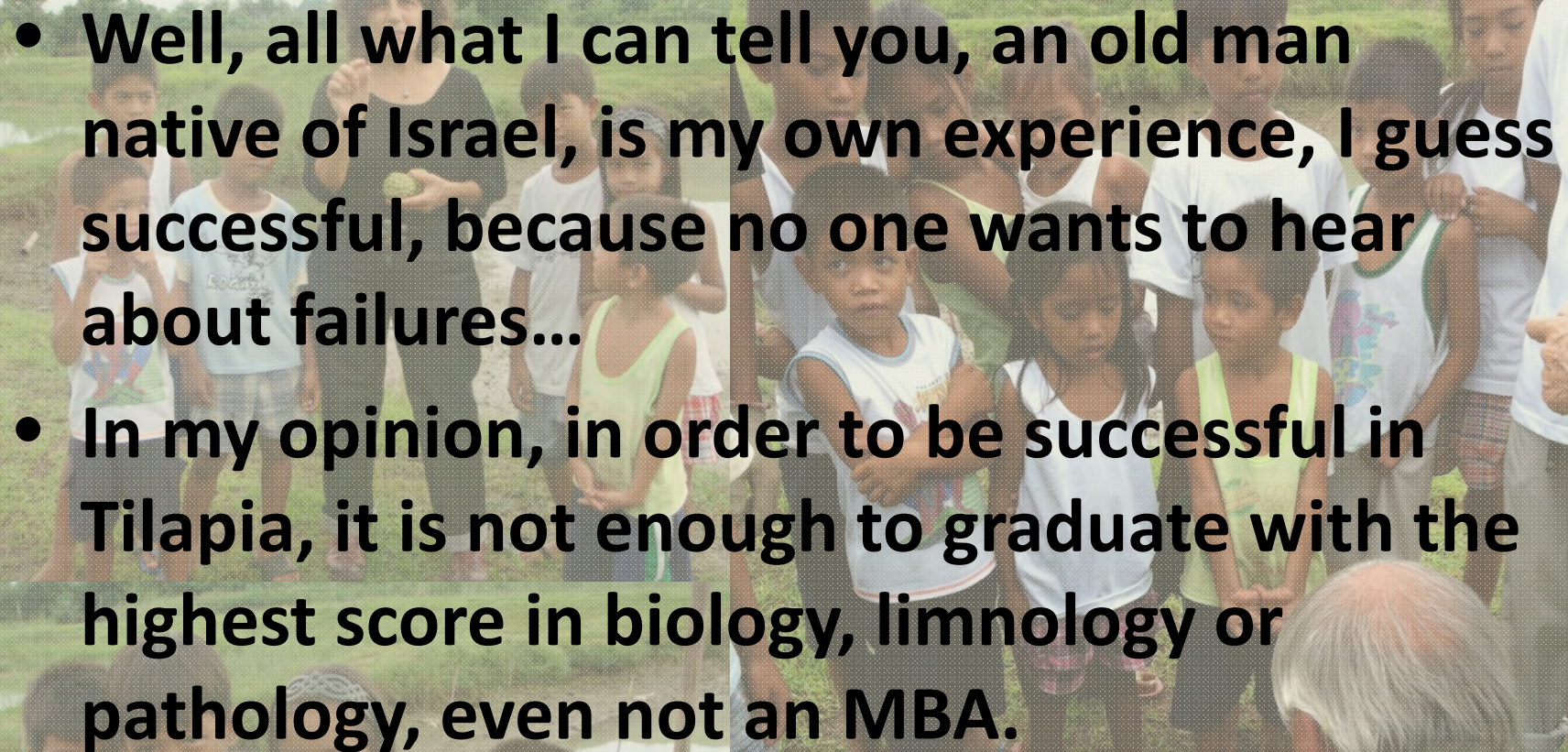
Biology

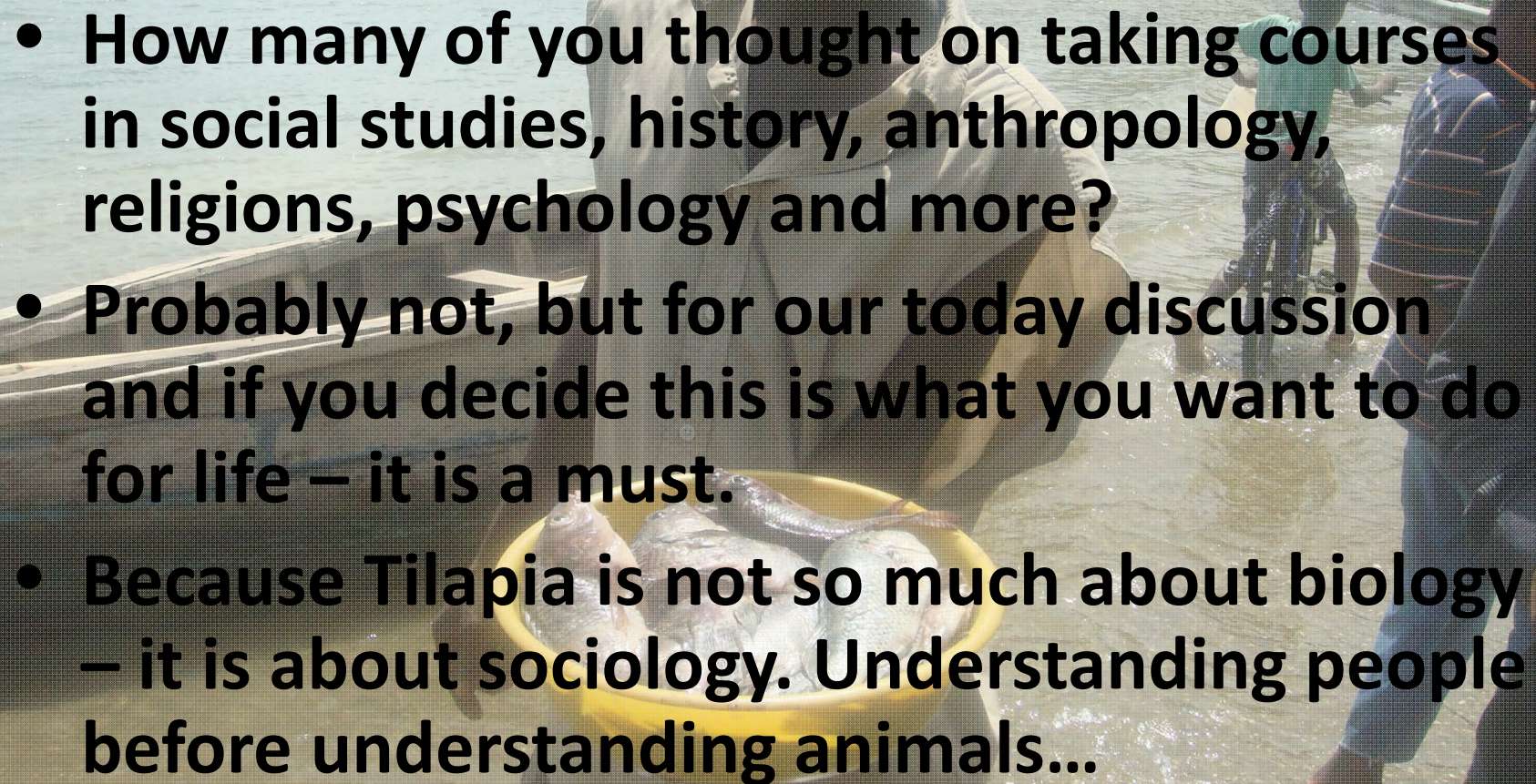
Honduras Tilapia: Contemplated “Success” Story or Historical Circumstances: Personal View

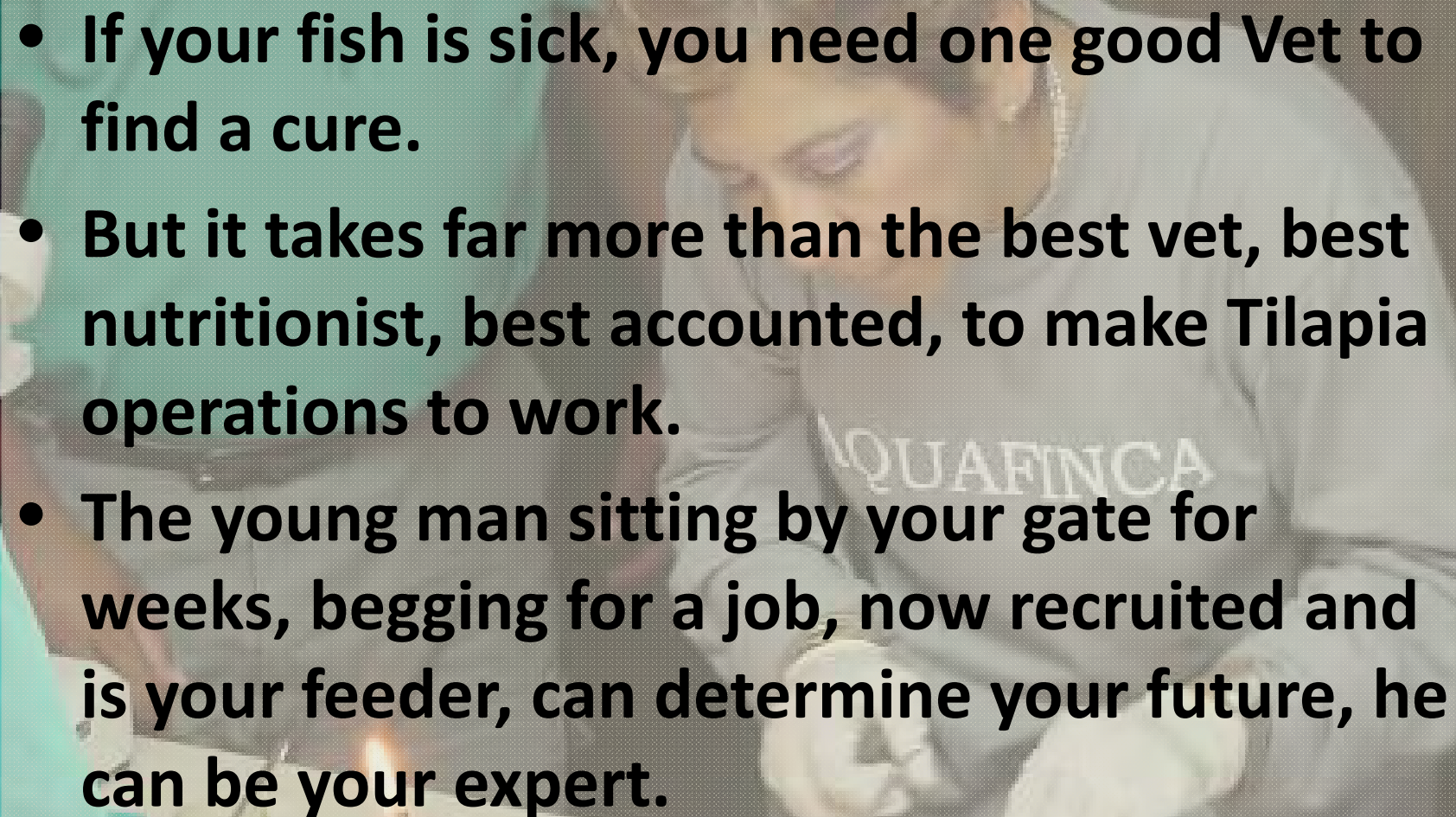
Israel J. Snir – Inversiones Miel – Honduras
INFOFISH FAO Brazil September 2013

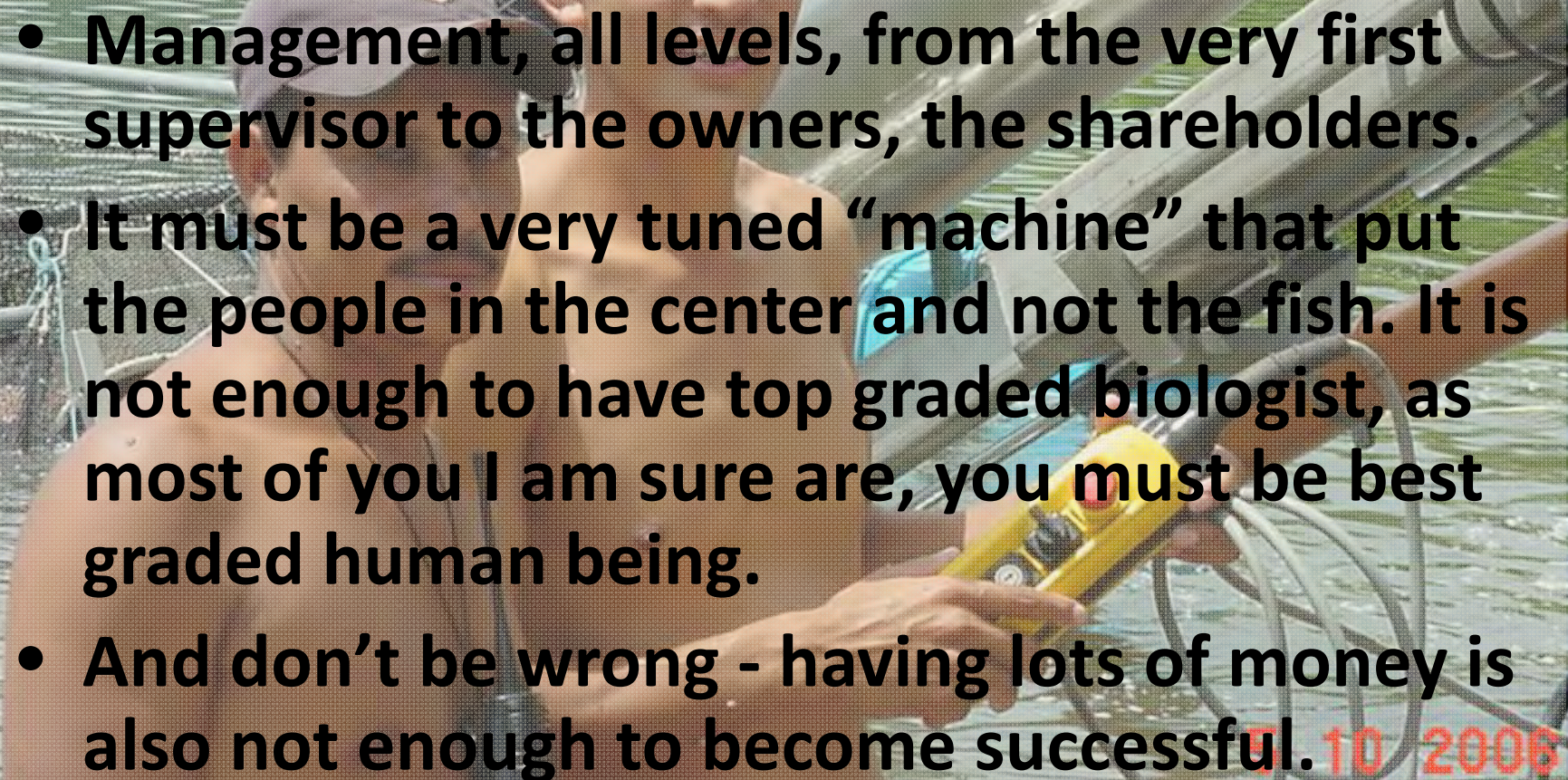
9/17/2013

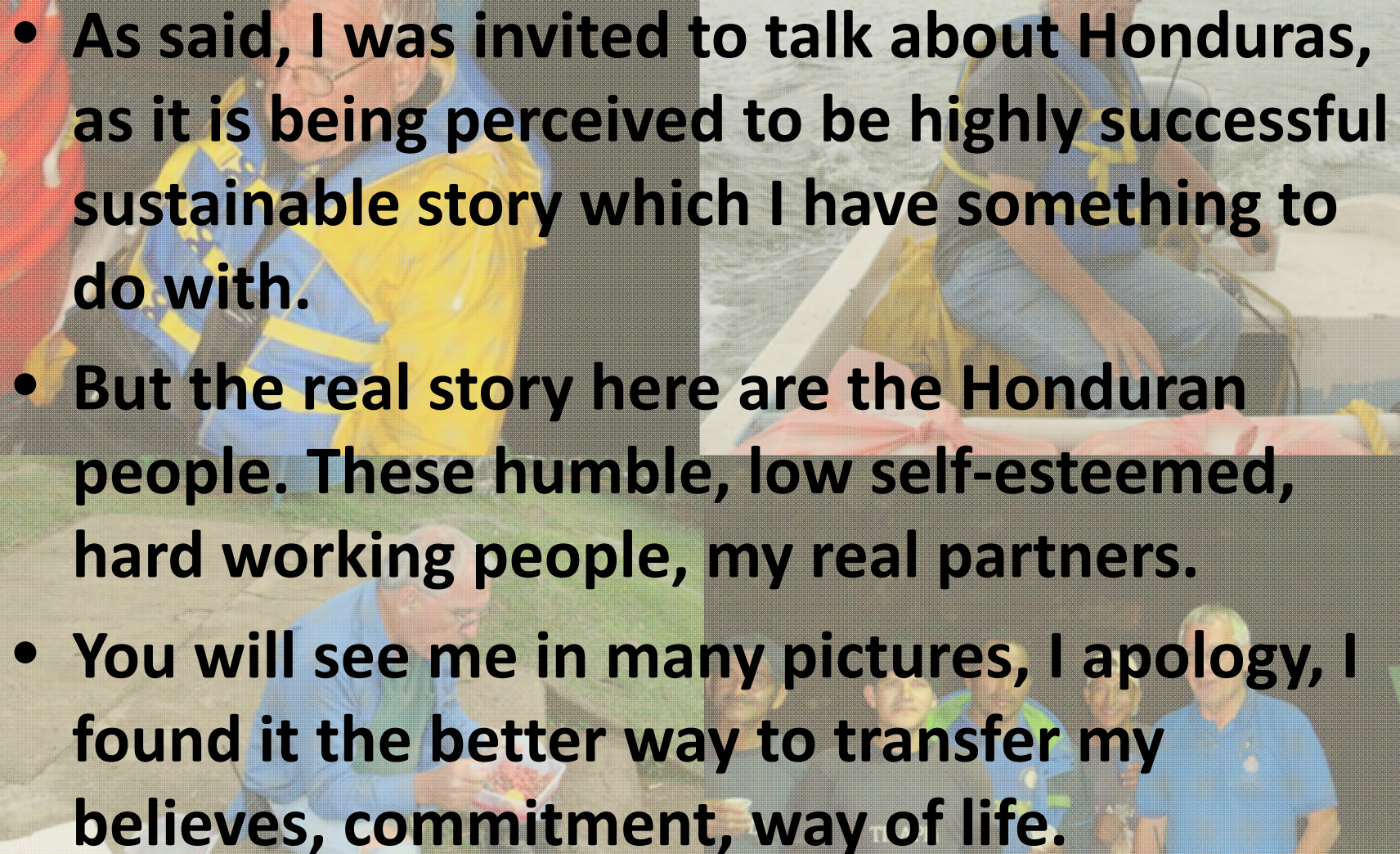
- 
- I am quite sure that most of you sitting here today for one single reason:
 - you hope to leave this place after three days with the magic bullet for the best feed, best genetic, best technology – PPT - Plug and Play Tilapia.
 - So, This Tilapia reached almost 2.0 kg in less than a year... are we done?

- 
- Well, all what I can tell you, an old man native of Israel, is my own experience, I guess successful, because no one wants to hear about failures...
 - In my opinion, in order to be successful in Tilapia, it is not enough to graduate with the highest score in biology, limnology or pathology, even not an MBA.

- 
- A photograph of a man standing in a body of water, holding a yellow bowl filled with several fish. He is looking directly at the camera. In the background, there are other people, a pier, and a forested hillside under a clear sky.
- How many of you thought on taking courses in social studies, history, anthropology, religions, psychology and more?
 - Probably not, but for our today discussion and if you decide this is what you want to do for life – it is a must.
 - Because Tilapia is not so much about biology – it is about sociology. Understanding people before understanding animals...

- 
- If your fish is sick, you need one good Vet to find a cure.
 - But it takes far more than the best vet, best nutritionist, best accountant, to make Tilapia operations to work.
 - The young man sitting by your gate for weeks, begging for a job, now recruited and is your feeder, can determine your future, he can be your expert.

- 
- A photograph of a man in a boat, shirtless, holding a yellow handheld device and pointing it at a large, silver, cylindrical metal structure (likely a large pipe or part of a water treatment system) that is partially submerged in a body of water. Another man is visible in the background, also in the boat. The scene is outdoors with green foliage in the background. A semi-transparent text box is overlaid on the image, containing three bullet points.
- Management, all levels, from the very first supervisor to the owners, the shareholders.
 - It must be a very tuned “machine” that put the people in the center and not the fish. It is not enough to have top graded biologist, as most of you I am sure are, you must be best graded human being.
 - And don’t be wrong - having lots of money is also not enough to become successful.

- 
- As said, I was invited to talk about Honduras, as it is being perceived to be highly successful sustainable story which I have something to do with.
 - But the real story here are the Honduran people. These humble, low self-esteemed, hard working people, my real partners.
 - You will see me in many pictures, I apology, I found it the better way to transfer my believes, commitment, way of life.

All what we do ends up impacting people.
For example – the biggest challenge –
waste management.

The following table, produced by me many
years ago, is to offer you just another reason
to question our responsibilities.

Here is my way to define FCR:

| | |
|--------------------------------|----------|
| Standing Biomass Mt | 10,000.0 |
| Annual Biomass produced x 3 Mt | 30,000.0 |
| Feed Consumed Mt | 60,000.0 |
| Wet FCR | 2.0 |
| Dry Matter Feed 90% Mt | 54,000.0 |
| Dry Matter Fish 20% Mt | 6,000.0 |

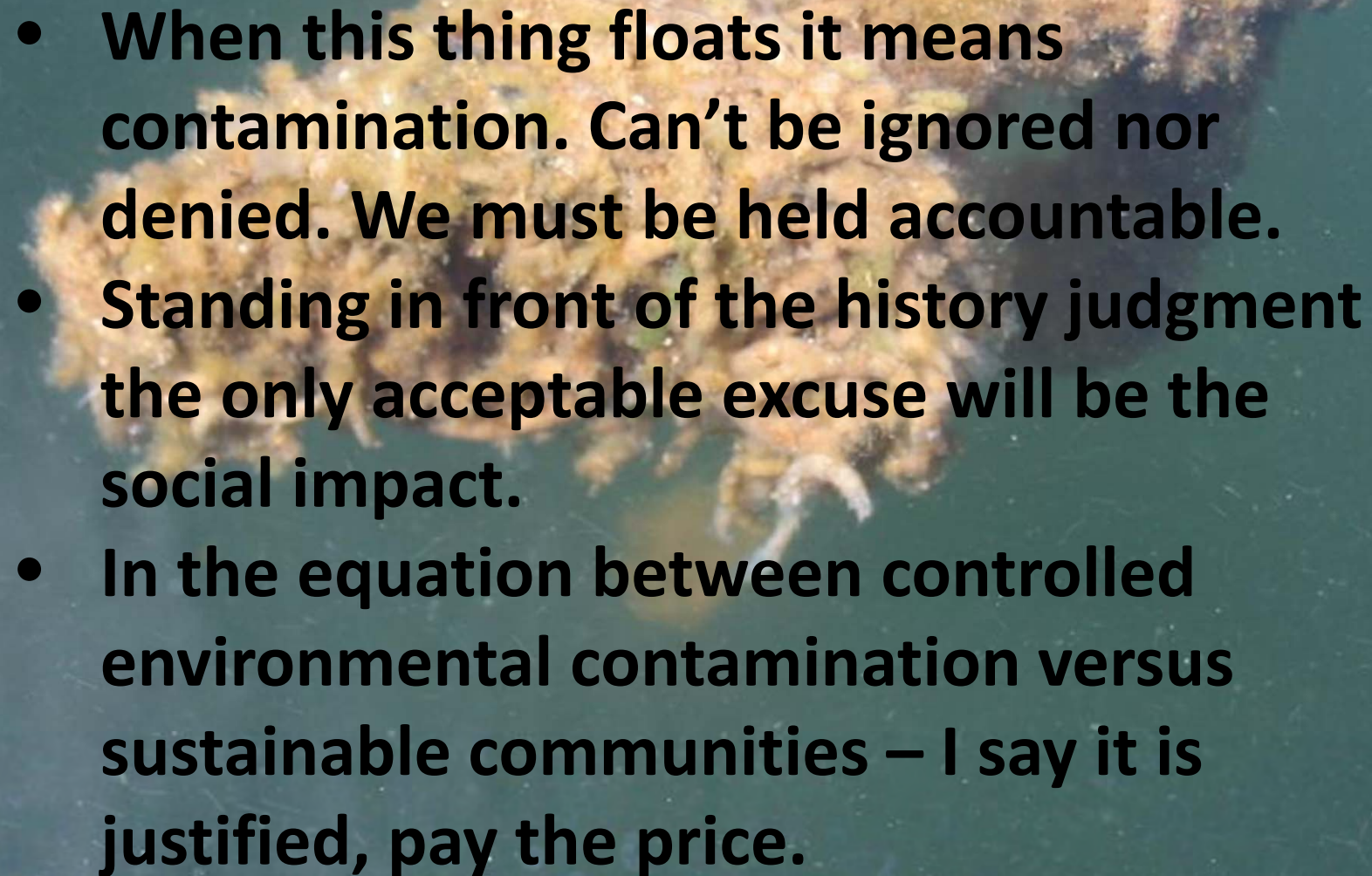
| | |
|--------|-----|
| DM FCR | 9.0 |
|--------|-----|

| | |
|----------------------|----------|
| Fillet Yield | 35.00% |
| Fillet Wet Weight Mt | 10,500.0 |

| | |
|----------------|-----|
| Fillet Wet FCR | 5.7 |
|----------------|-----|

| | |
|----------------------|---------|
| Fillet DM Weight 20% | 2,100.0 |
|----------------------|---------|

| | |
|---------------|------|
| Fillet DM FCR | 25.7 |
|---------------|------|

- 
- **When this thing floats it means contamination. Can't be ignored nor denied. We must be held accountable.**
 - **Standing in front of the history judgment the only acceptable excuse will be the social impact.**
 - **In the equation between controlled environmental contamination versus sustainable communities – I say it is justified, pay the price.**

**We start from the end – this is the
OBJECTIVE – Honduran Tilapia
Fresh Fillet loaded on the way to
Miami.**



**But - If this is all what you are after – airplanes, flying full
belly fresh Tilapia fillet, coming back full belly US Dollars –
you are not in the right place nor in the right business...**

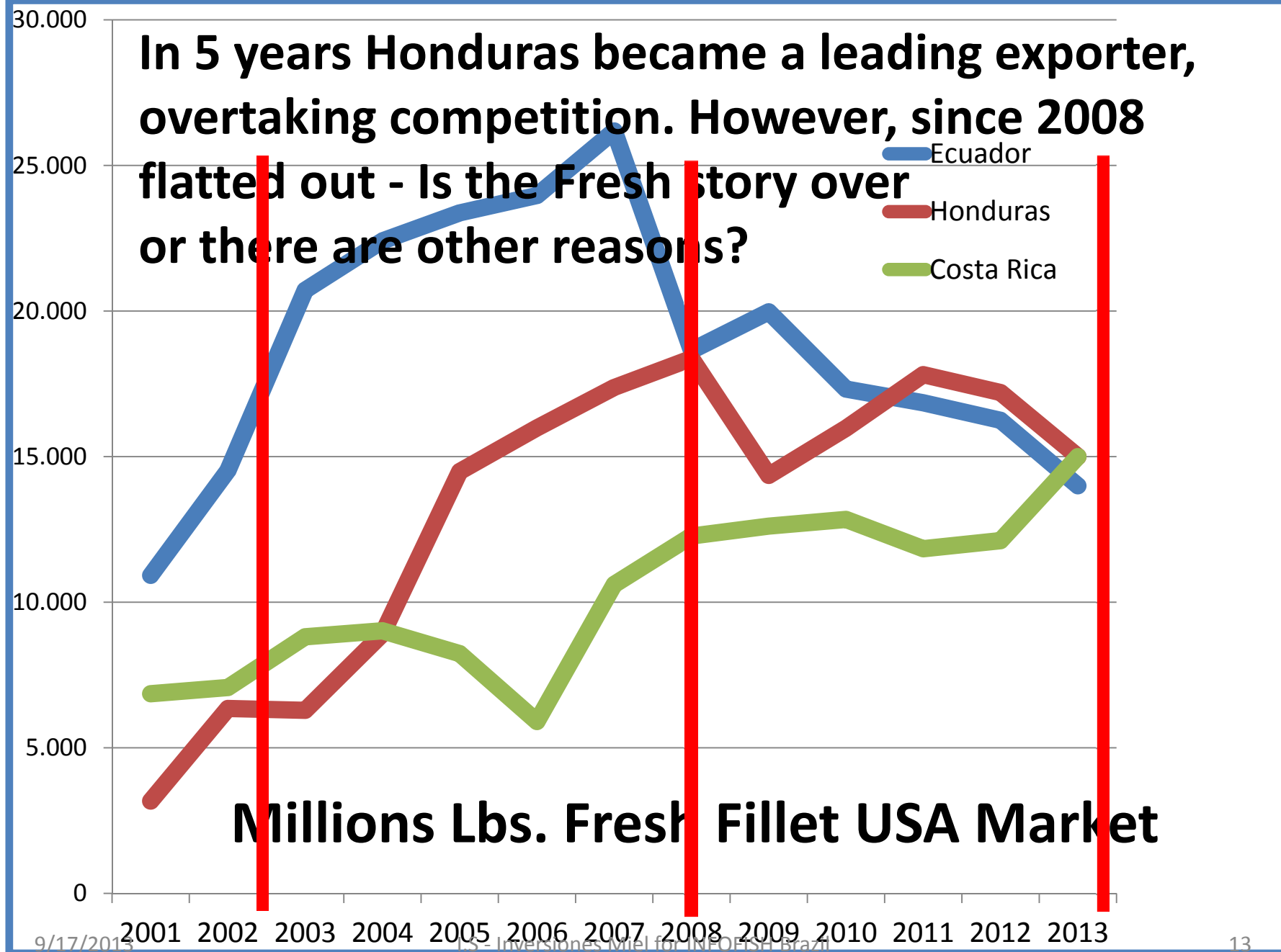
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**Understanding the potential:
Public official data of the USDA revealing that since
2008 Honduras is exporting to the USA tilapia fillets in
the value of \$60,000,000 annually.**

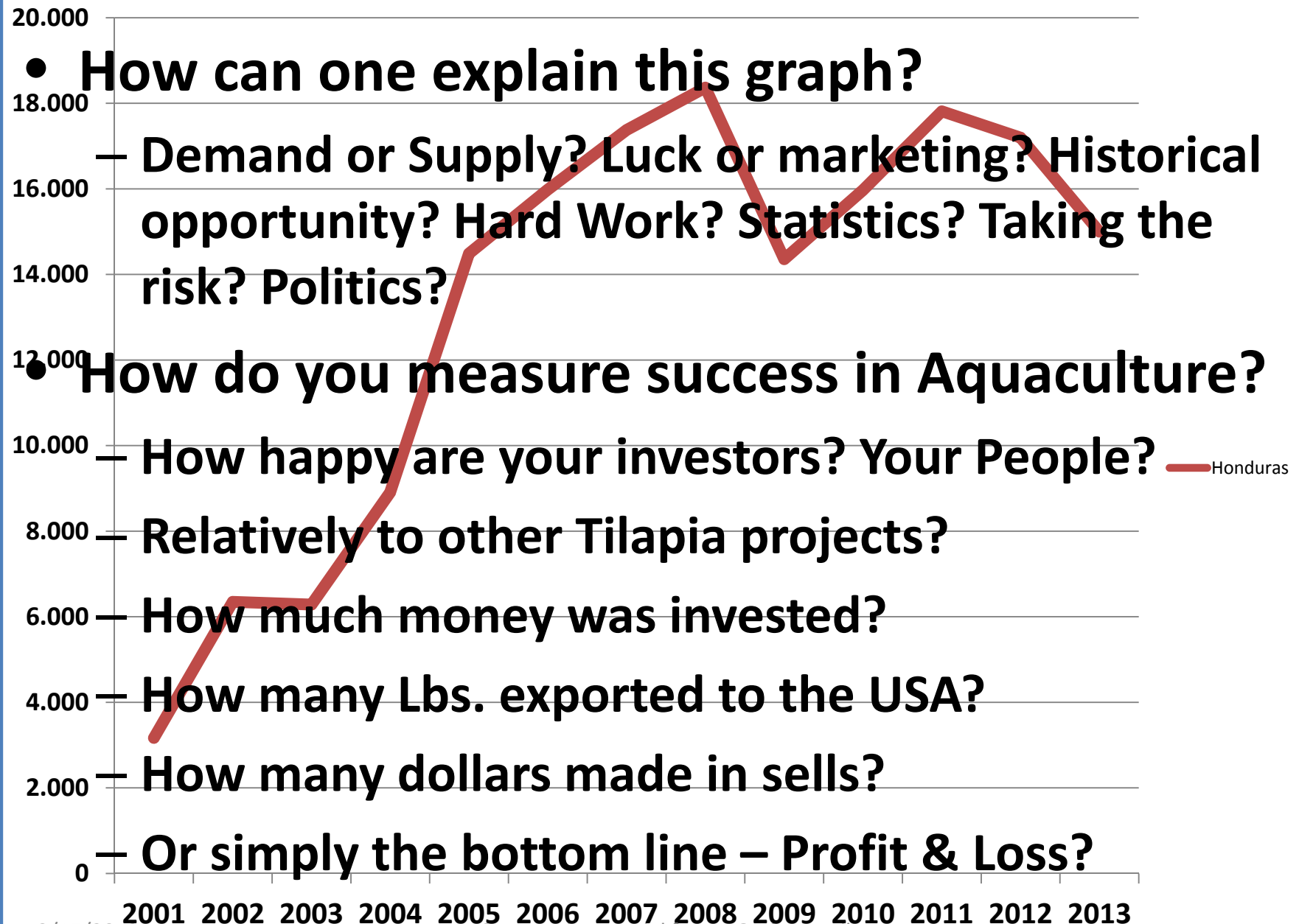


**Assuming 1,500 direct jobs it means \$40,000 GNI
per employee. Compare it with...**

In 5 years Honduras became a leading exporter, overtaking competition. However, since 2008 flattened out - Is the Fresh story over or there are other reasons?



Honduras



Success and Failures

- Tilapia is known in Honduras since the early 70th.
- Big players like General Foods Red Lobster, already then, recognized the potential of Tilapia for their market needs and Honduras as their production center.
- Only 30 years later Honduras is partially realizing its potential and becoming world leader producer of Fresh Tilapia Fillets.
- Why it took so many years? Understanding the reasons, the circumstances, the odds, is necessary if one wants to try and implement the Honduran model to other countries, societies, projects.
- The Honduran story is not just of a success, it is also of a failures. It is therefore equally important to learn both, nobody intently fail. A heavy toll on the local society.

Drawings by Oscar and Pedro Moreno from Cajon.

9/17/2018

I.S. Inversiones Miel for INFOFISH Brazil

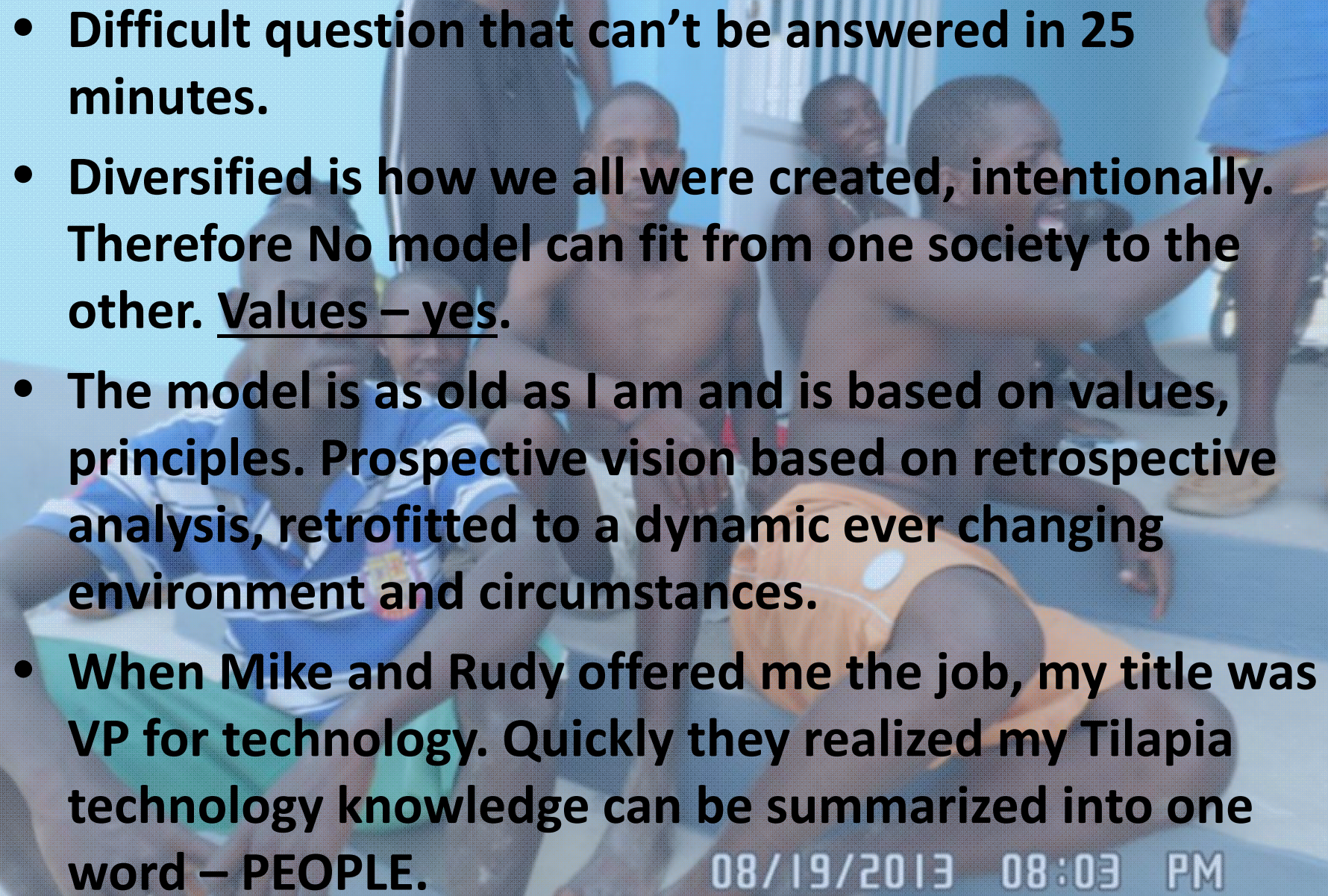


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How unique is the story of Honduras – the Honduran model?

- Helga and Graciela visited Honduras during 2006. They came to us from the nearby coastal village Tela.
- They toured the facilities and I remember well their wondering eyes, shining, when I said take as many pictures as you want...
- Israel, they asked – if it can be done here so successfully, two hours away from Tela – why it can't be done there or elsewhere?

- **Knowing FAO for many years, Helga, Fatima, Dr. Subasinga and others – their passion and hard work, I knew what they are after...**
- **Can the poorest of the poor, like the Garifunas, be benefited from our experience.**

- 
- Difficult question that can't be answered in 25 minutes.
 - Diversified is how we all were created, intentionally. Therefore No model can fit from one society to the other. Values – yes.
 - The model is as old as I am and is based on values, principles. Prospective vision based on retrospective analysis, retrofitted to a dynamic ever changing environment and circumstances.
 - When Mike and Rudy offered me the job, my title was VP for technology. Quickly they realized my Tilapia technology knowledge can be summarized into one word – PEOPLE.

08/19/2013 08:03 PM



Imported - from Colombia mountains rivers. Grown and processed in the most modern, state of the art pollution free virgin Land and water, of south America.



Every single day
out of the year
for the

COLAPIA

BEST QUALITY

BEST FLAVOR

BEST SUPPLY

Israel, Jamaica, Costa Rica, Ecuador, Colombia – all took part in forming the Tilapia industry, the “model”. Not always a story of glamorous and good reputation – like the case of Colapia. But, one shouldn’t ignore their share and contribution for the infant industry. This fantastic farm produced 100 tons/hectare/year, left its unique impact on the industry that will never be demolished.

LA TILAPIA VUELVE A ENGORDAR

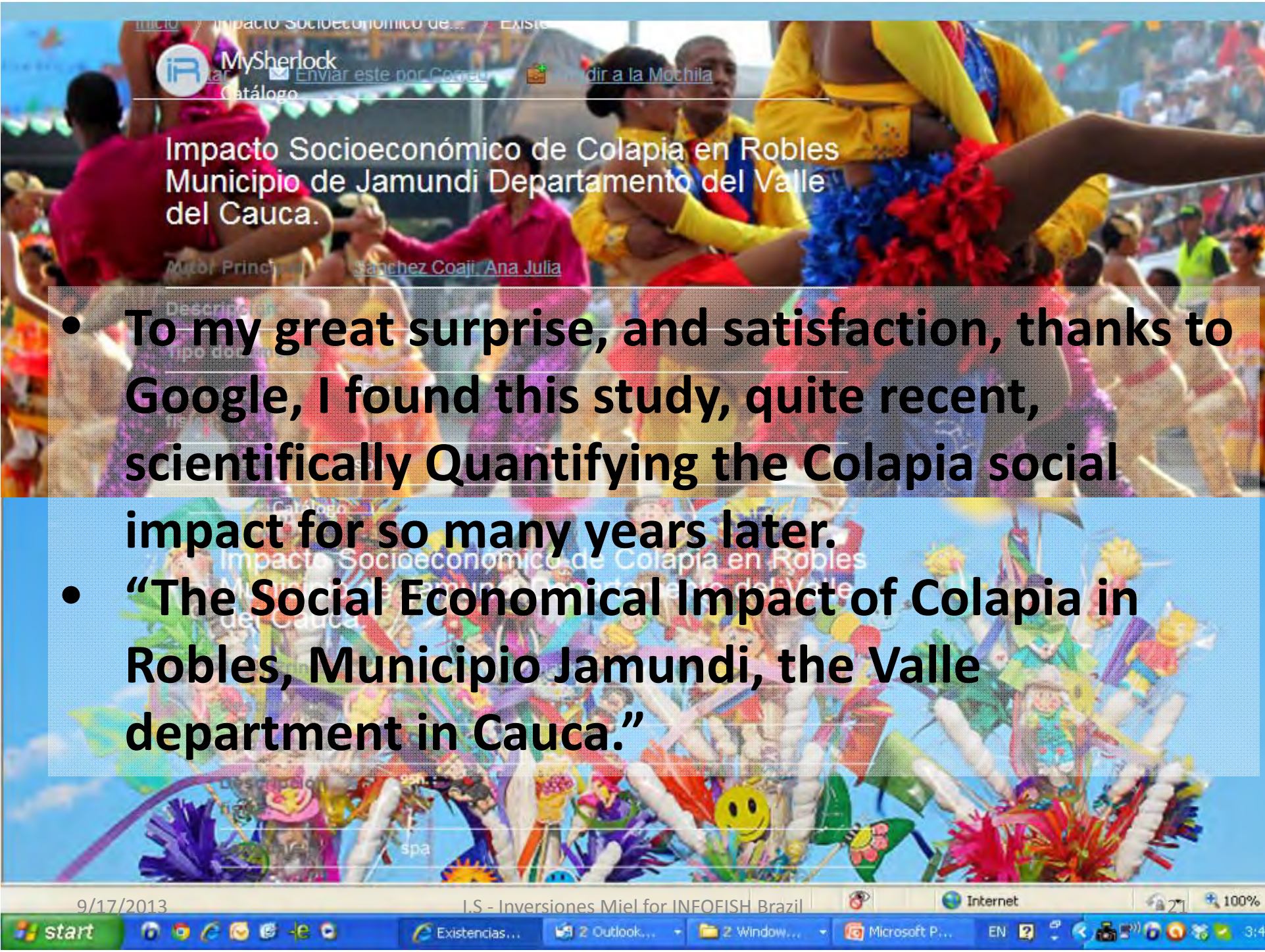
La mojarra tilapia se niega a dejar de respirar. Muy a pesar de que el principal productor del país desapareció, varios inversionistas locales quieren ocupar su espacio para abastecer una alta demanda internacional del producto.

Ese fue el caso de Colapia en 1995, empresa que era modelo en este campo y cuya producción llegó hasta las 4.500 toneladas anuales.

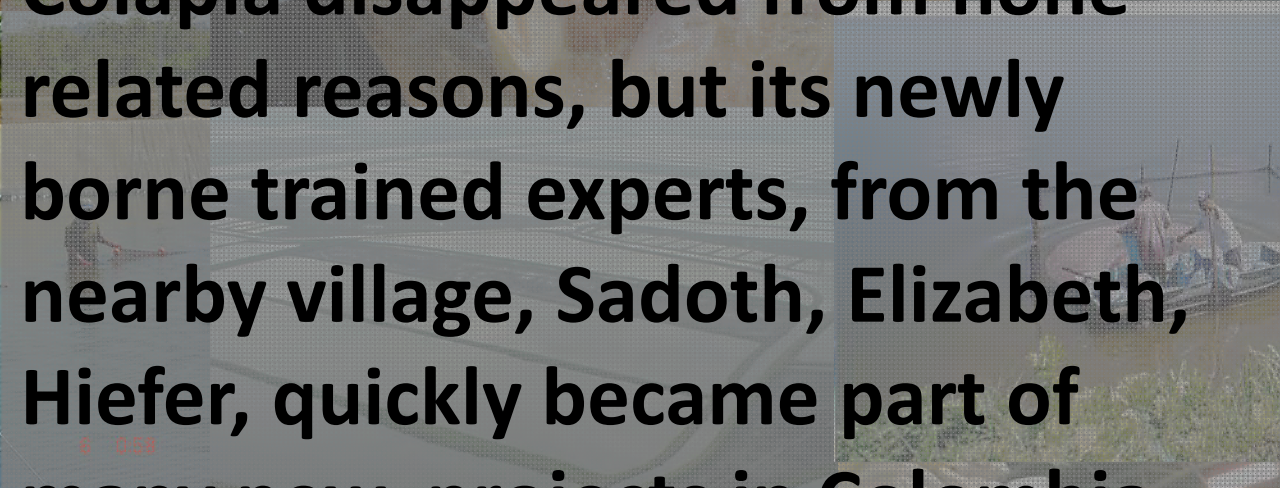
Como consecuencia de dicho descalabro en la producción nacional, las ventas del producto colombiano a Estados Unidos registraron una fuerte
últimos tres años. Se pasó de los 380.000 kilos a 5.566 kilos de
el año pasado.

e Colombia
iento



- 
- The background image is a screenshot of a web browser displaying a Google search result. The search query is "Impacto Socioeconómico de Colapia en Robles Municipio de Jamundi Departamento del Valle del Cauca". The top of the page shows a navigation bar with links like "Inicio", "Impacto Socioeconómico de...", and "Existencia". Below this, there's a section with the title "Impacto Socioeconómico de Colapia en Robles Municipio de Jamundi Departamento del Valle del Cauca." and the author "Autor Principal: Sanchez Coaji, Ana Julia". The main content area features a large, colorful photograph of a group of people in traditional Colombian folk costumes, including yellow and red dresses with large floral patterns. The text of the list items is overlaid on this image. At the bottom of the screenshot, the Windows taskbar is visible, showing the date "9/17/2013", the time "3:4", and several open applications including "Existencias...", "2 Outlook...", "2 Window...", and "Microsoft P...".
- To my great surprise, and satisfaction, thanks to Google, I found this study, quite recent, scientifically Quantifying the Colapia social impact for so many years later.
 - “The Social Economical Impact of Colapia in Robles, Municipio Jamundi, the Valle department in Cauca.”

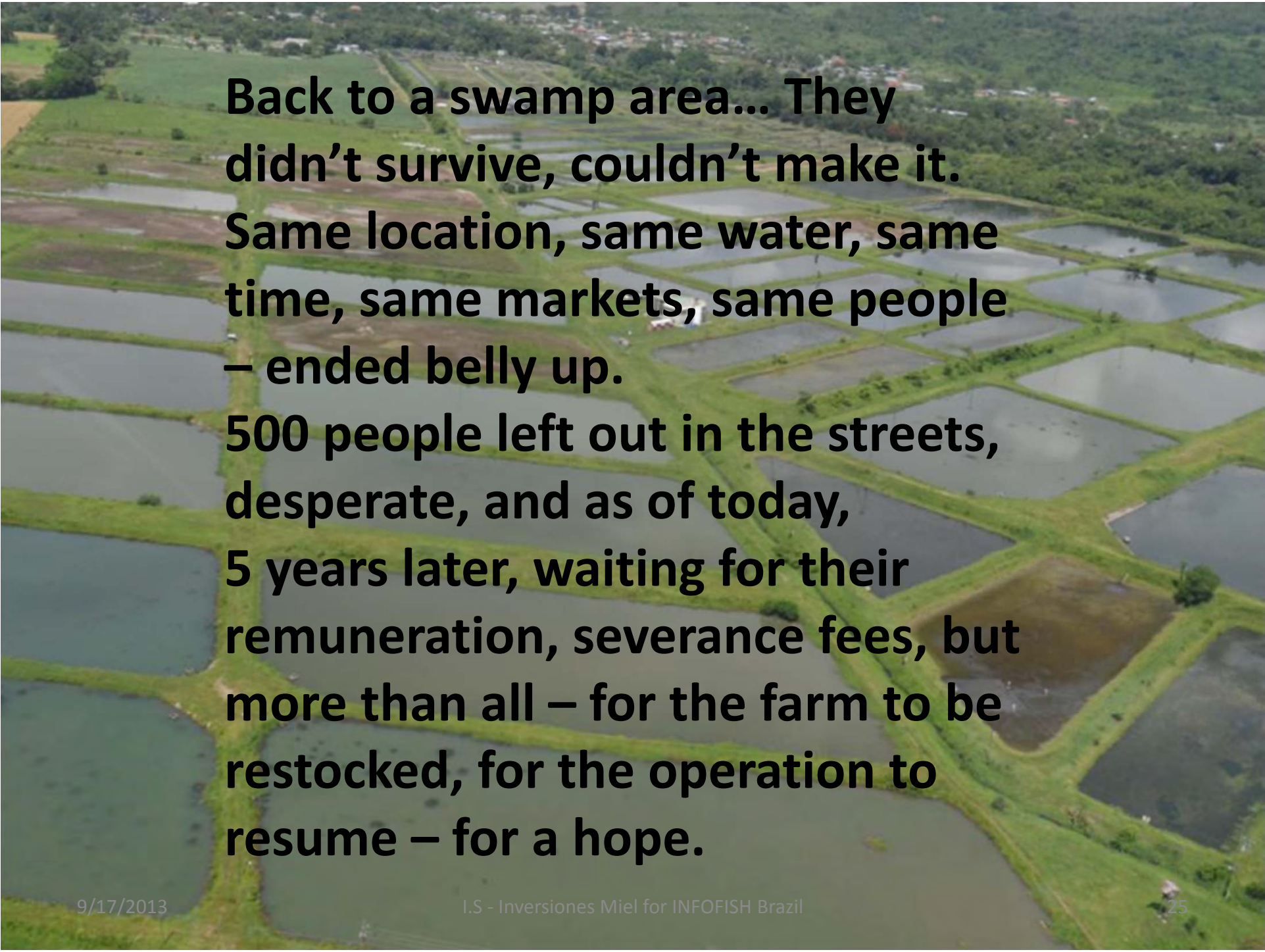
Colapia disappeared from none related reasons, but its newly borne trained experts, from the nearby village, Sadoth, Elizabeth, Hiefer, quickly became part of many new projects in Colombia, Ecuador, Venezuela and more.



How and Why Honduras Thrived?

- In Honduras, some 15 years ago, two Tilapia projects were established almost simultaneously.
- For both the objective was to produce, process, export Fresh Tilapia Fillets to the USA developing markets.
- Those years only two major players controlled the market – Costa Rica and Ecuador.
- The producers from Israel, Jamaica, Colombia, disappeared and there was an apparent vacuum for more fresh products.
- Over 60 countries, from all over the globe, were attempting to cover the seeming need. Most of them were Central and South America, but not only. Fresh Tilapia arrived from Asia, Africa, Far East, and even as strange as it sound – Iceland...
- Only few survived - first challenge for the sustainability test.

This was the first farm in Honduras to export Tilapia to the USA, here is a view from early 2007. It was an Aquaculture paradise. The best location and water resource in the entire Green Belt, maybe in the entire world.



Back to a swamp area... They didn't survive, couldn't make it. Same location, same water, same time, same markets, same people – ended belly up.

500 people left out in the streets, desperate, and as of today, 5 years later, waiting for their remuneration, severance fees, but more than all – for the farm to be restocked, for the operation to resume – for a hope.

**20 m³/S wasting every second, flowing
down to the sea, for 5 years, and no one
can do nothing.**

- The farm became a cemetery. However,



I just received this story from Laura who visited Honduras recently and is back there now. Her trip was made possible by the Honduras Foundation for Investment and Export Development.



Central America is a hot spot for cheap labor and, sadly, greedy businesses that cruelly exploit their workers. But, on a trip hosted by FIDE, Honduras' Foundation for Investment and Development, I, along with a small group of other ag journalists got to tour and learn about businesses based in Honduras who lead with impressive example. Among those model operations we toured, Aquafinca St. Peter Fish stood out from the rest as a world-class facility. In fact, one well-seasoned ag reporter with our group, who wished to remain unnamed, confidently asserted that Aquafinca would put similar production and packaging facilities in America to shame. Certain exemplary standards at Aquafinca, he said, are simply unheard of in the U.S.

"I'd put this facility in the top one or two percent in the world," the reporter said during the tour. "In the U.S., big boxes [of raw goods] would be sitting for 10 to 15 minutes before they were moved. Here everything is moving through steadily. Nothing is sitting."

The plant is cutting, gutting, flaying and filleting raw fish, yet, as workers bustled around us constantly sweeping up fish scraps from the floor, the reporter said it's the cleanest food plant he's ever toured.

Basic Requirements for the Tilapia Industry

- The obvious reasons we thought Honduras has:
 - Fresh Product – proximity to the markets.
 - Tropical Climate year round.
 - Vast and available fresh water resources.
 - Human Resources – labor.
 - Available and accessible logistics services.
 - Stable supply of high quality feed.
 - Supportive local and national government.
 - Stable favorable political system.
 - Fair, modern business climate.
 - Legal security, prevailing law and order.
 - Financial incentives for investment – free zones.
 - Civil stability and personal security.

Honduras – The reality we faced - Land of Conflicts


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- Individual farmers and farming communities versus agroindustry.
- Unions, workers, against businesses.
- Indigenous campesinos versus national and transnational investors and entrepreneurs.
- Historical owners of land, water rights, natural resources versus government approved concessions investment initiatives.
- Organized crime versus civilized society.
- Drug financed anarchists groups versus all others.
- Control of a minority elite versus rest of the population.
- Already pressurized and endangered natural resources versus need for development, investment in aquaculture, agriculture, mining, and more.
- Environmentalists versus investors.
- Weak central government versus fragile democratic system

Responsible Tilapia

- It is a Covenant between the Markets, the Investors/Producers, The Environment and the Communities. The Deal is:
- Top Quality Tilapia for the price of:
 - Work
 - Stability
 - Health
 - Education
 - Security
 - Housing
 - Food
 - Patrimony for life, to when I am old.





**I believe Tilapia can and should
Provide for all of these.
Here are some of our challenges:**

**Education**

Mean years of schooling (of adults) (years) 6.5

| Indicator | Value | Notes |
|---|-------|-------|
| Public expenditure on education (% of GDP) (%) | 3.0 | |
| Primary school teachers trained to teach (%) | 36.4 | 1 |
| Primary school dropout rates (% of primary school cohort) | 23.8 | |
| Expected Years of Schooling (of children) (years) | 11.4 | 2 |
| Adult literacy rate, both sexes (% aged 15 and above) | 84.8 | 3 |
| Mean years of schooling (of adults) (years) | 6.5 | 4 |
| Education index | 0.575 | |
| Combined gross enrolment in education (both sexes) (%) | 72.0 | 5 |

Poverty

MPI: Multidimensional poverty index (%) 0.159

| Indicator | Value | Notes |
|--|-------|-------|
| MPI: Multidimensional poverty index (%) | 0.159 | 8 |
| MPI: Intensity of deprivation | 48.9 | |
| MPI: Headcount, percentage of population in multidimensional poverty (% of population) | 32.5 | |
| MPI: Population living below \$1.25 PPP per day (%) | 17.9 | |

Poverty headcount ratio at national poverty line (% of population)

| | |
|--------------|-------------|
| 61.9% | 2011 |
| 60.0% | 2010 |
| 58.8% | 2009 |
| 59.2% | 2008 |
| 58.3% | 2007 |

Relatively to other Latin America countries, the \$2,000 Gross Net Income is the lowest in the continent – There is a marginal growth, but how they survive?

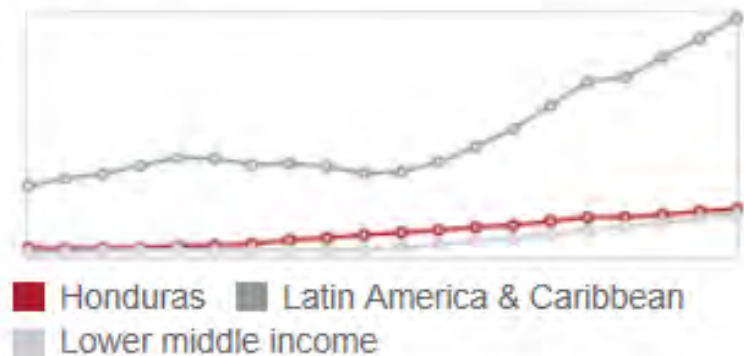
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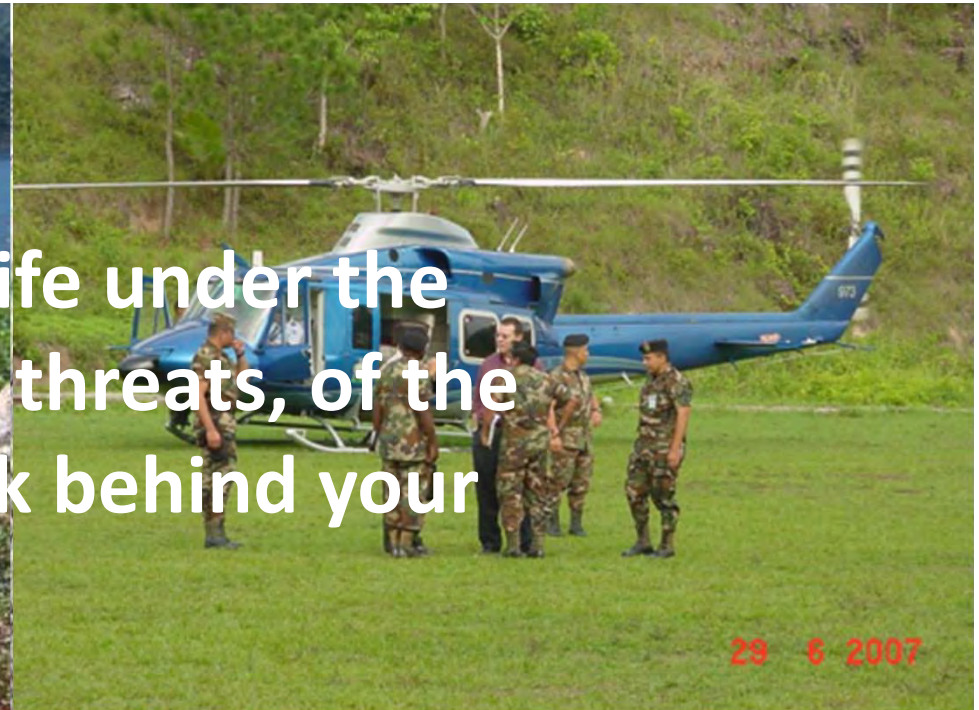
The misery and the desperation of the 62% unfortunate – what is their chance out of poverty?

GNI per capita, Atlas method (current US\$)

\$2,070 2012



Security:
The personal risk, life under the
shade of continues threats, of the
need to always look behind your
back...



29 6 2007



9/17/2013



US - Inversões Miel for INFORSH Brazil

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"DOLOR Y LLANTO

En el sepelio de nuestro Compañero de Trabajo
HAROL PADILLA

dolor y llanto fue lo que se vivió el lunes
22 de enero en el Cementerio de Sta Cruz de Yajén
Tras la partida de nuestro gran amigo y
Compañero Harol Padilla
Tras fallecer en el hospital
del valle a causa de
múltiples heridas
que sufrió

Tras sufrir un accidente
en su
motocicleta que
impactó contra un
barrido de Sta Cruz
de Yajén



[Regresar al inicio](#) / [Nacionales](#) / Casi 3 mil casos de tuberculosis se han registrado en 15 meses

Casi 3 mil casos de tuberculosis se han registrado en 15 meses

Health concerns - Tuberculosis – conquered in most other places – is still a major health issue here

"Hemos tenido 2,907 casos del año pasado a la fecha, pero la mayor incidencia es en Tegucigalpa y en San Pedro Sula", informó el director general de Promoción de la Salud, Mario Nájera.

"No podemos decir que ha disminuido o aumentado, la Secretaría la ha incluido dentro del grupo de enfermedades que están siendo tratadas, se tienen medicamentos y un equipo que anda buscando la enfermedad y así detectar los casos, además se envían las medicinas de acuerdo a la incidencia y donde no hay siempre se envían por cualquier caso que pueda presentarse".



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Explico que la enfermedad es de tipo contagioso, por lo

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Unemployment of over 50%

[Regresar al inicio](#)

Desempleo creció un 12% en los últimos dos años

 [Económicas](#) 7 marzo, 2011

 (0) [Comentarios](#)  

TEGUCIGALPA.- La tasa de desempleo en Honduras creció un 12 por ciento en los últimos 24 meses, según revelaron este lunes las autoridades de Trabajo.



9/17/2015

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"Aproximadamente 1.4 millones de personas a nivel nacional enfrentan problemas de empleo, desempleo y sub empleo", aseguró Patricia Canales, de la Dirección de Empleo de la Secretaría de Trabajo.

Para la funcionaria, las autoridades los sectores más afectados con la falta de capacitación y la inserción laboral son las mujeres y las personas con discapacidad. "Estamos conscientes de que es un reto", sostuvo.

Por su parte, el presidente del Consejo Hondureño de la

El Heraldo.hn_SUCESOS

Inicio | Tegucigalpa | País | Mundo | Zona Deportiva | Opinión | Economía | **Salud** | Vida | Ap

A | Frente | País | Video | Infografía | Documentos | Entretenimiento | Ediciones Anteriores | Contacto

ULTIMO MOMENTO **EE UU avisa**

El Heraldo.hn | Sucesos | 8 de 19 en Sucesos | **ANTERIOR** | **SIGUIENTE**

En Honduras estarían produciendo cocaína

Se encontraron indicios de una materia prima conocida como "pasta". También se hallaron químicos, pasta, microondas, tanques de oxígeno y generadores eléctricos.

01/03/11 - Actualizado: 01/03/11 10:48pm - Redacción: redaccion@elheraldo.hn

VISITA



“El narcotráfico, la mayor amenaza a la democracia”

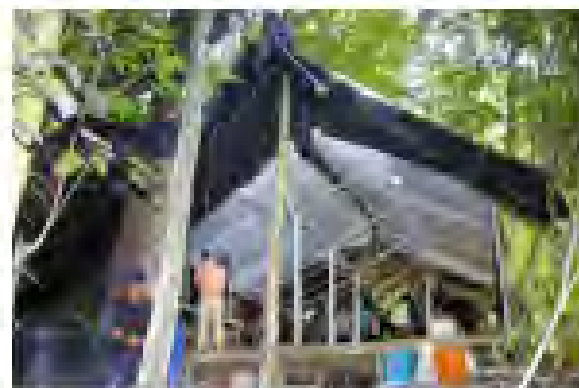
Drug trafficking, consumption and processing is regarded as the “biggest threat to democracy”

Fue necesario hacer el recorrido en vehículos 4x4 y a pie. Tuvieron que superar pedregosos caminos y hasta cruzar ríos, pero la recompensa fue grande: un “narcolaboratorio” para el procesamiento de droga.

El hallazgo, que es el primero de este tipo que se da, fue hecho por las autoridades policiales en una zona remota de la aldea Cero Negro, en el municipio de Omara.

La información fue confirmada hace diez días y en 48 horas las autoridades planificaron el operativo en que se desplazaron, desde ayer en horas de la madrugada, varias unidades de la Policía.

Los uniformados rodearon dos propiedades donde se encontraba el “narcolaboratorio”, sin embargo, no hallaron a nadie. En la inspección se constató que en las dos instalaciones rústicas se hacía el procesamiento, a requesta, entre las horas nocturnas.



Basó en una de las dos propiedades donde se encontró parte del equipo con que funcionaba el “narcolaboratorio”.



**Crime and a violent
society with low value
for life.**

**“Mara 18 Salva Trucha”
– are they victims or
criminals?**



Born in Honduras

My commentaries about things Honduran in a dialogue with the Amer

The modern banana plantation – still a ‘green prison’

Green Prison is the title of a book written by a Honduran banana worker, and still depicts the life of a Central American worker in a chemically drenched and repressive environment. Alistair Smith reports.



Until the 1960s bananas were grown with relatively little large-scale impact on the natural environment. Forest areas were cleared slowly, there was relatively little use of agrochemicals. Yields were around 20 tonnes per hectare (ha). Today, they are grown highly intensively and yield 50 to 70 tonnes per ha, using high yielding varieties that have low natural resistance to pests and diseases.

Bananas now rival cotton as the biggest consumer of agrochemicals in world agriculture. Banana plantations have been using up to 20 times more pesticides per ha average than in industrialised countries. Many of the chemicals still used are highly toxic. Concerns centre on nematicides such as terbufos (Counter), on aerially applied fungicides such as chlorothalonil (Bravo 500 and 750), as well as on the post-harvest treatments thiabendazole and imazalil applied in the packing plants.

In mid-June, a coalition of NGOs and trade unions in Costa Rica,

With the intention of forcing the banana companies to stop using pesticides, workers in the banana plantations sprinkling poison.

time in the banana plantations sprinkling poison.

When he practiced journalism he denounced the

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workers exploitation he witnessed by first hand, and





The Coffee pickers - Child labor

9/17/2013

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La Tribuna

Una tribuna al servicio de la patria



WASHINGTON.- El Departamento del Trabajo agregó más de 10 países a una lista de naciones que usan trabajo infantil o trabajos forzados, y las autoridades advirtieron que la crisis económica global podría ocasionar un aumento en la explotación de los menores y otros trabajadores.

Would you think about her when you have your next morning coffee from Honduras?

En 58 países, incluidos China, Brasil y Bolivia, la vida diaria de muchos niños no se centra en el estudio y el juego sino en el trabajo en minas, fábricas y cultivos, denunció EE.UU. en un informe sobre explotación infantil.

En India, menores de edad pobres fabrican los balones de fútbol con los que juegan otros niños, algo similar a lo que ocurre en China con las decoraciones navideñas y en Colombia y América Central con el café que se exporta al resto del mundo.

“Publicar estos problemas es el primer paso para motivar a los gobiernos, el sector privado y los ciudadanos preocupados a fin de que adopten medidas para terminar con este abuso intolerable que no tiene lugar en nuestro mundo moderno”, dijo la secretaria del Trabajo, Hilda Solís.



Cientos de niños pasan sus vacaciones escolares cosechando café en las frías montañas de Honduras.

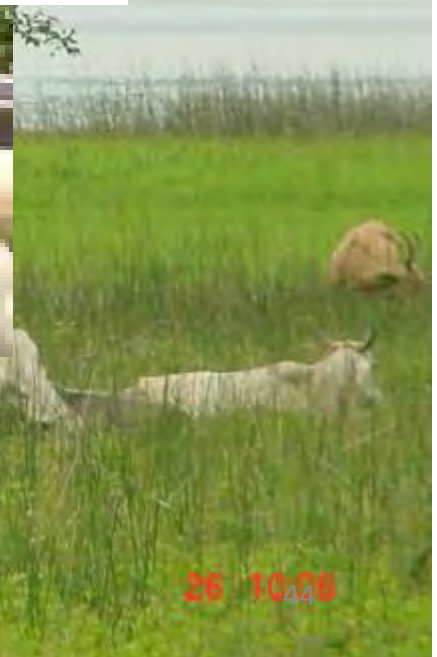
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The agricultural communities
“campesinos” – still the victims
of the lost hope.

Standard garanti

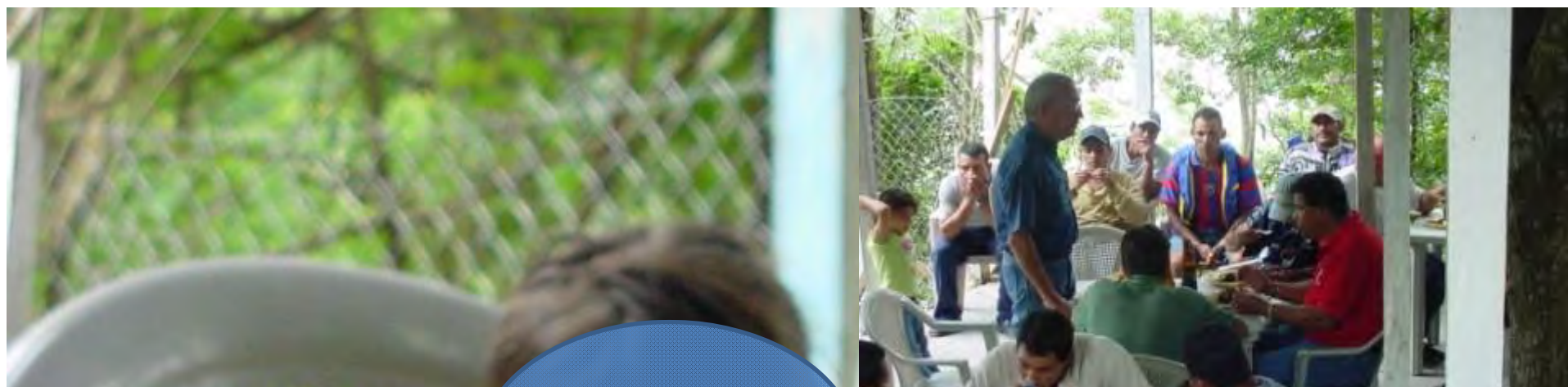


El cultivo de relevo es el mecanismo que
usará la Standard para mantener la
producción de banano, y la estabilidad de

9/17/2013

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26:10:28



Approximately 70% of all girls first sexual experience is with a family member 30% of all new pregnancies are from girls between the ages of 12-15; nearly half of that number is pregnant by a member of the family

The infant mortality rate is 30.5 per 1,000 inhabitants. Pregnancy is the leading cause of death in girls 15-18 years old. Only 1/2 of 1 cent of every dollar of global aid given is earmarked for girls. (Statistics taken from Project Honduras and www.girleffect.org) With the statistics looking so grim, and hope dwindling, what can we do?



Migration – the life or death decision
What's left to these 219 people but to risk
their life into this container in the search for freedom?
The American dream!!!



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ULTIMO MOMENTO <>

LaPrensa.hn » País 8 de 18 en País «ATR&AACUTE;S SIGUIENTE

[Artículo](#) [Comentarios](#)

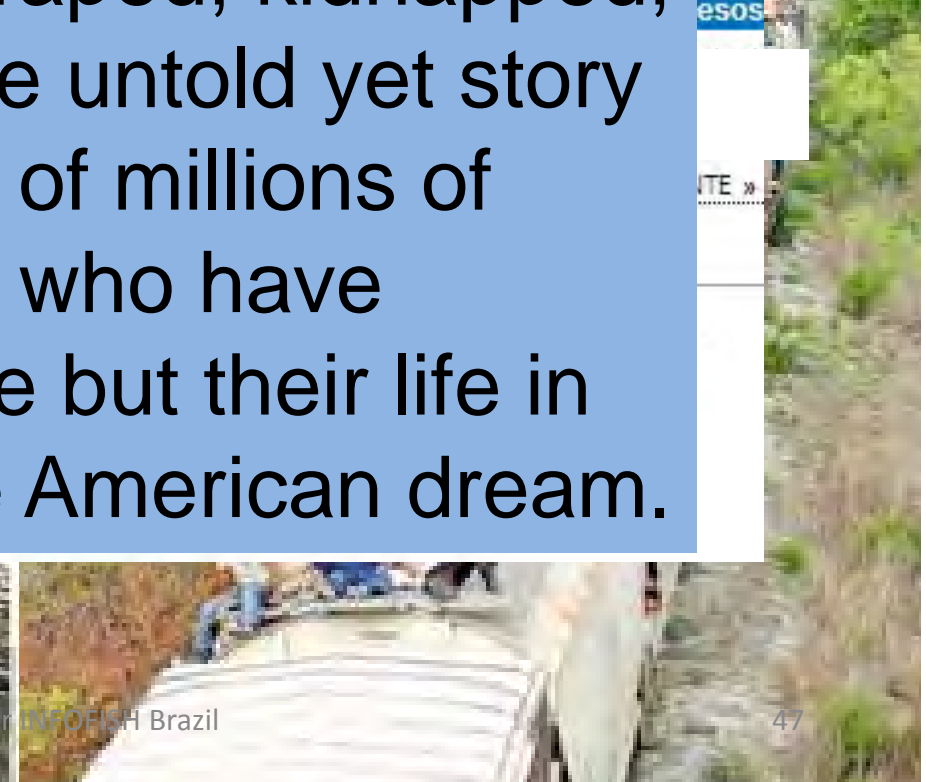
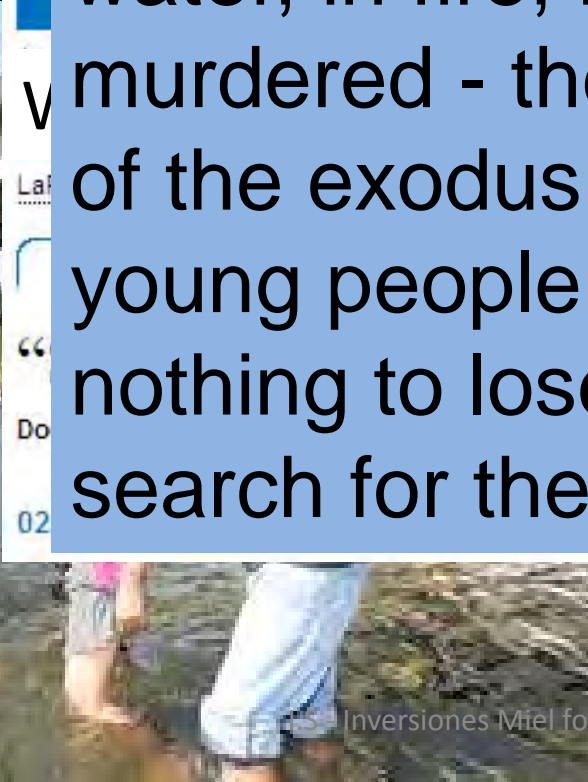
Hondureños se salvan de asfixiarse en tráiler

Las autoridades rescataron a 219 migrantes que viajaban en condiciones inhumanas

27.01.11 - Actualizado: 28.01.11 10:36am - Redacción: redaccion@laprensa.hn



Mujados – by train, by foot, in water, in fire, raped, kidnapped, murdered - the untold yet story of the exodus of millions of young people who have nothing to lose but their life in search for the American dream.



9/17/2013

Inversiones Miel for INFOFISH Brazil

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The Days of the Colonialism are Not yet Over – Must Change.



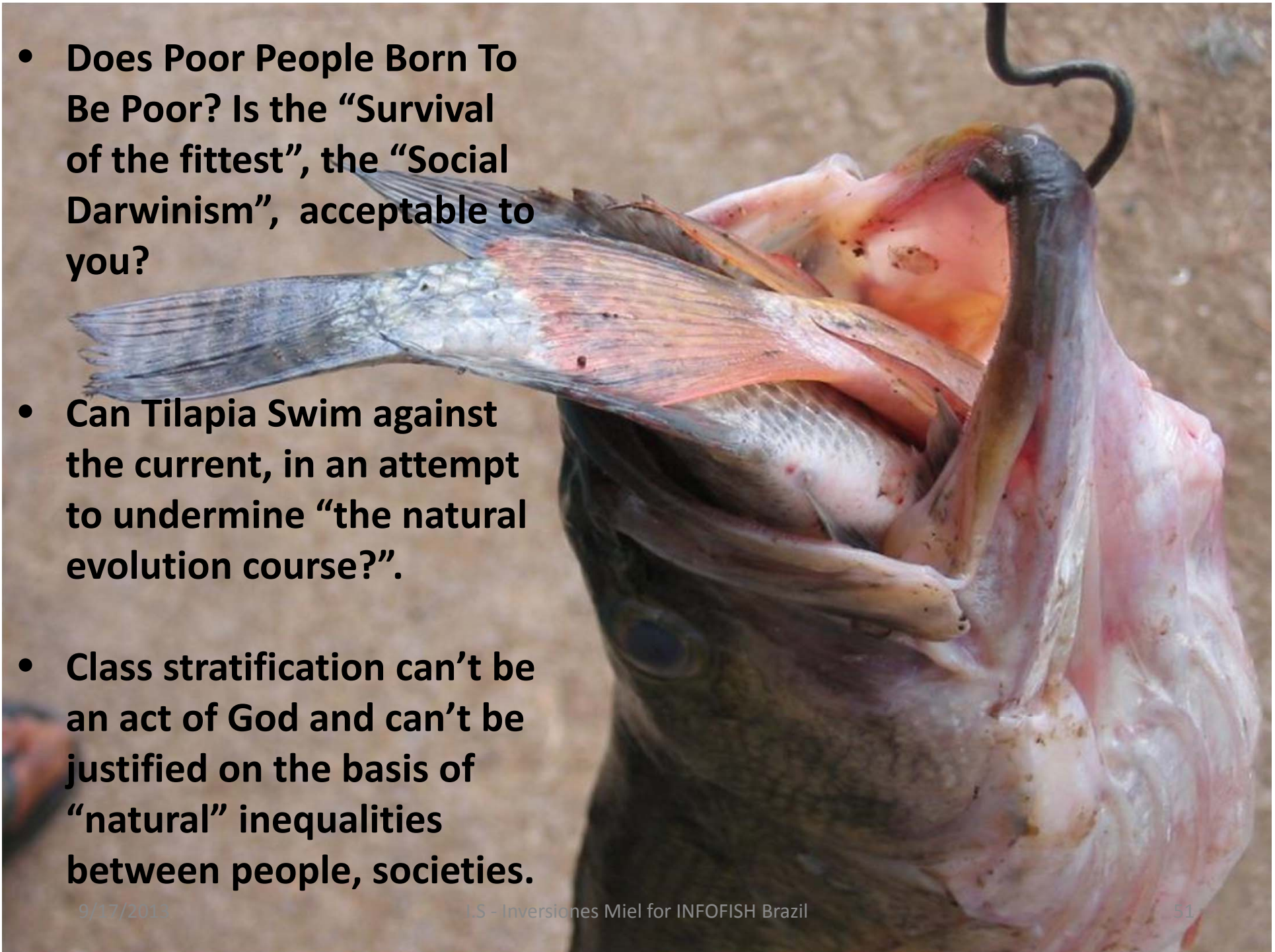
Thousands of years ago, in this unknown part of the world, between the jungles of Central America, developed by the local native Indians tribes, one of the most advanced cultures in history: the Maya and Lenca Civilization. Many years before Columbus arrived to the Americas, these natives already had a written language advanced art, architecture, mathematical, and astronomical skills and techniques.



A Hope for a Change

- **Definition:** Social Darwinism is the application of Darwinian thought to society in which the “survival of the fittest” is the driving force of social evolution. Social Darwinists conceive that society is an organism that evolves from simple to complex in a process of adaptation to the environment. Society better left alone to follow its natural evolutionary course. They argue for a **laissez-faire** (“hands off”) approach to social change and believe that the current arrangements in society are natural and inevitable.
- I couldn't oppose more. This approach, still supported by many, is against my fundamental beliefs, my ethical values, and all what I did in Honduras was to prove – yes – there is a hope – a triumph of trust between peoples, of cooperation based on the liberty of mind - common human values, economical interests, the road to the real sustainability.

- Does Poor People Born To Be Poor? Is the “Survival of the fittest”, the “Social Darwinism”, acceptable to you?
- Can Tilapia Swim against the current, in an attempt to undermine “the natural evolution course?”.
- Class stratification can’t be an act of God and can’t be justified on the basis of “natural” inequalities between people, societies.



The subtlety of this modern empire building puts the Roman centurions, the Spanish conquistadors, and the eighteenth- and nineteenth-century European colonial powers to shame. We are crafty; we learned from history. Today we do not carry swords. We do not wear armor or clothes that set us apart. In countries like Ecuador, Nigeria, and Indonesia, we dress like local schoolteachers and shop owners. In Washington and Paris, we look like government bureaucrats and bankers. We appear humble, normal. We visit project sites and stroll through impoverished villages. We profess altruism, talk with local papers about the wonderful humanitarian things we are doing. We cover the conference tables of government committees with our spreadsheets and financial projections, and we lecture at the Harvard Business School about the miracles of macroeconomics. We are on the record, in the open. Or so we portray ourselves and so are we accepted. It is how the system works.

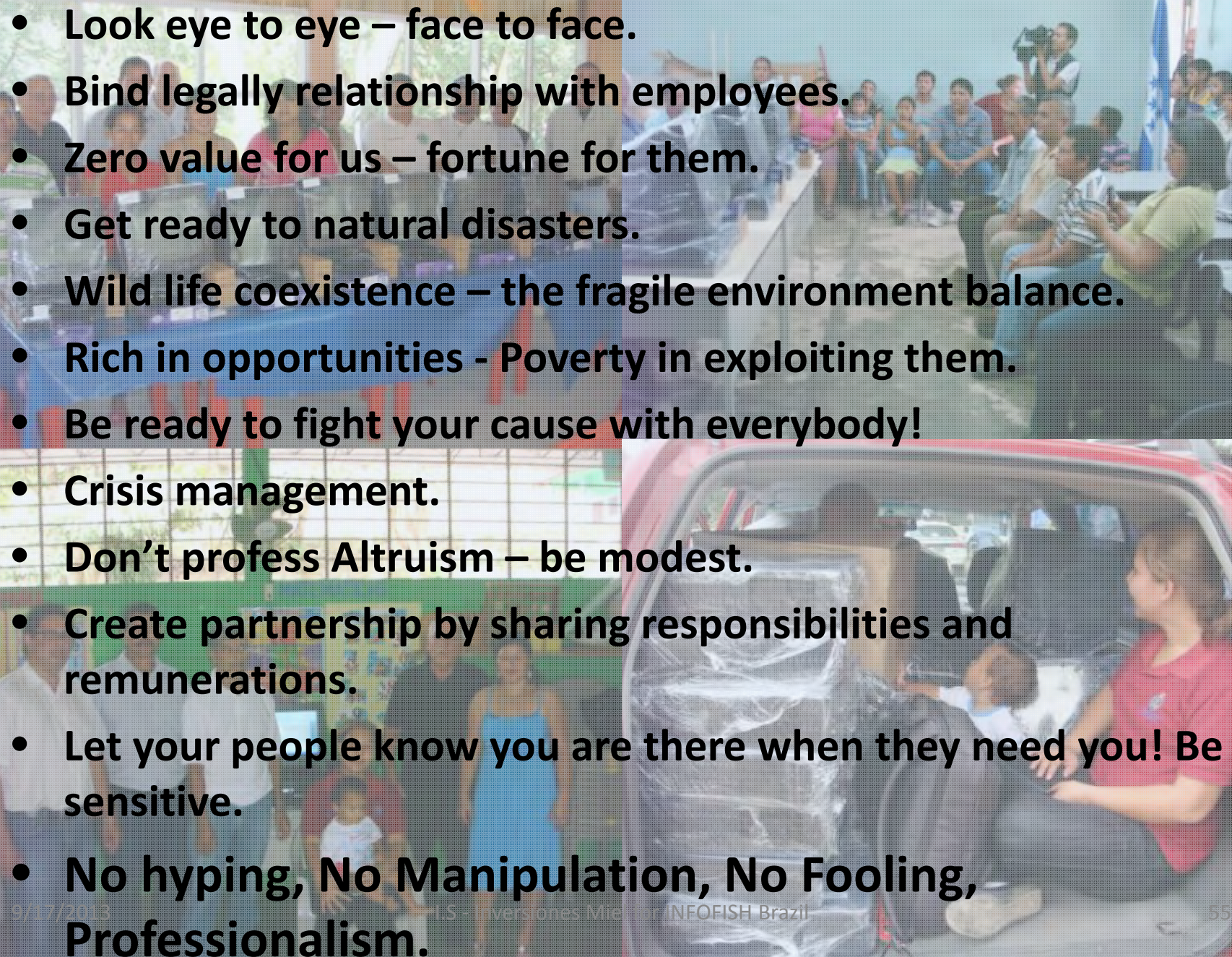
The Holistic Tilapia

Be Ready to Fight Your Cause with Everybody

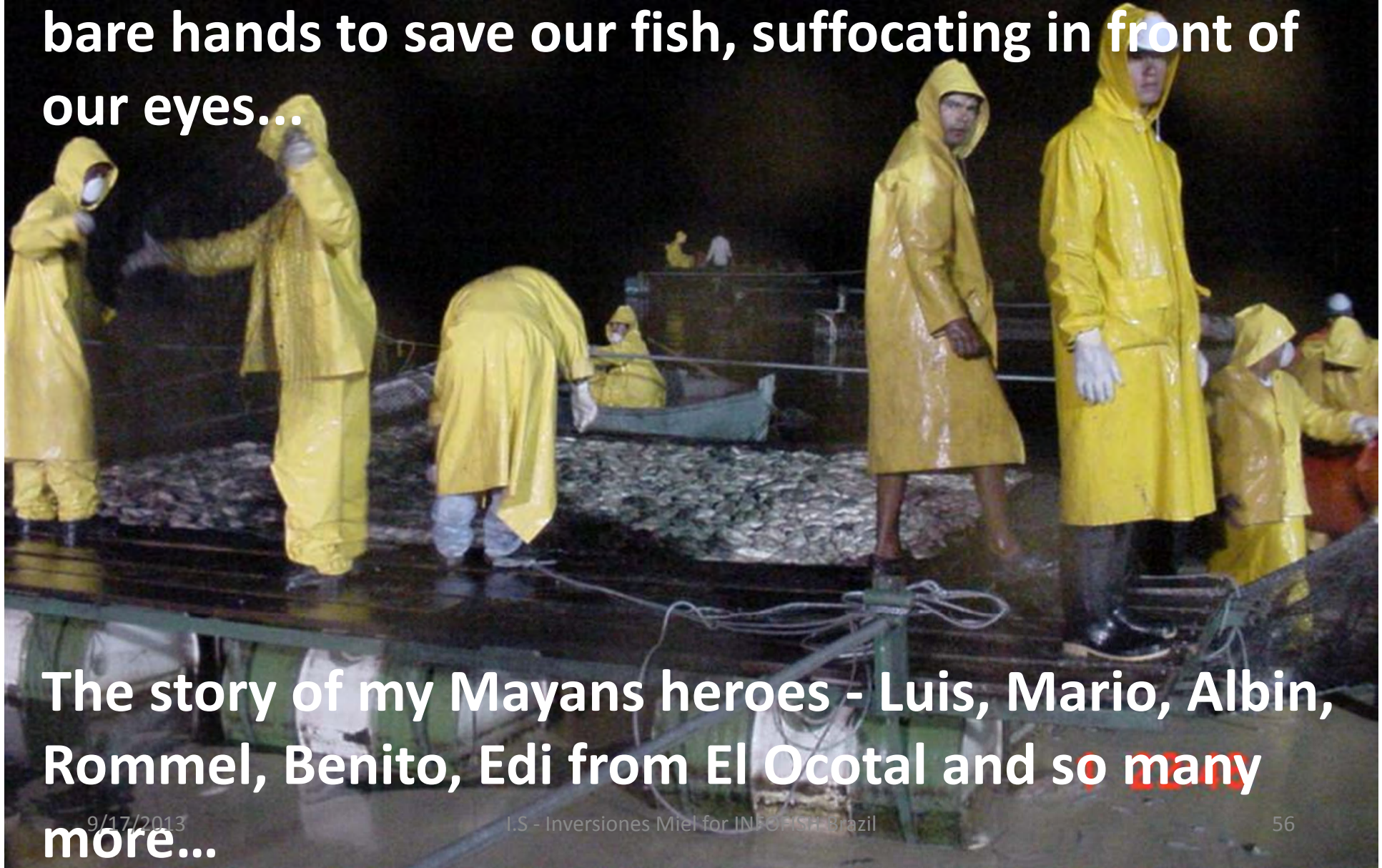
- Identify Your Allies and/or Enemies.
- Recognize and define critical challenges.
- Make your Strategy plan before your tactics.
- Communication – speak the local language.
- Social Knowledge – who is who.
- Make your own leaders. “After me” is your example, order.
- Learn from local experience – fountain of knowledge.
- You are the company – company is you.
- The only competition is with yourself – be the best.
- Continue investing – stagnation means penalization.
- Be transparent – sun is the best disinfectant...
- Your product is your story – don’t make it up – but the truth.

- 
- A group of people, including men and women, are on a boat. Some are wearing life jackets. The boat has a canopy. The background shows water and hills. A list of principles is overlaid on the image.
- Do it with LOVE, CARE, OPENNESS.
 - Be your Own Certifiers - Develop your own standards.
 - Vertical intergradation – do it ALL yourself.
 - Don't take anything for granted – all will be disturbed.
 - Education – the main focus in out work, but.
 - Not for Doctrinarism – open, curios, democratic.
 - No mercies or favors – fairness, equality.
 - Sound business – sound profits.
 - Recognizing we are all a waste machine. Minimize.
 - Safety – respect to people lives, priority.
 - Recognize each one of us is an entire world.
 - People are not a disposable matter.
 - Create trust by trust.

11 1 2006

- 
- Look eye to eye – face to face.
 - Bind legally relationship with employees.
 - Zero value for us – fortune for them.
 - Get ready to natural disasters.
 - Wild life coexistence – the fragile environment balance.
 - Rich in opportunities - Poverty in exploiting them.
 - Be ready to fight your cause with everybody!
 - Crisis management.
 - Don't profess Altruism – be modest.
 - Create partnership by sharing responsibilities and remunerations.
 - Let your people know you are there when they need you! Be sensitive.
 - No hyping, No Manipulation, No Fooling, Professionalism.

Crisis management: I should take you to the dark nights of February 2003 when we were fighting with bare hands to save our fish, suffocating in front of our eyes...

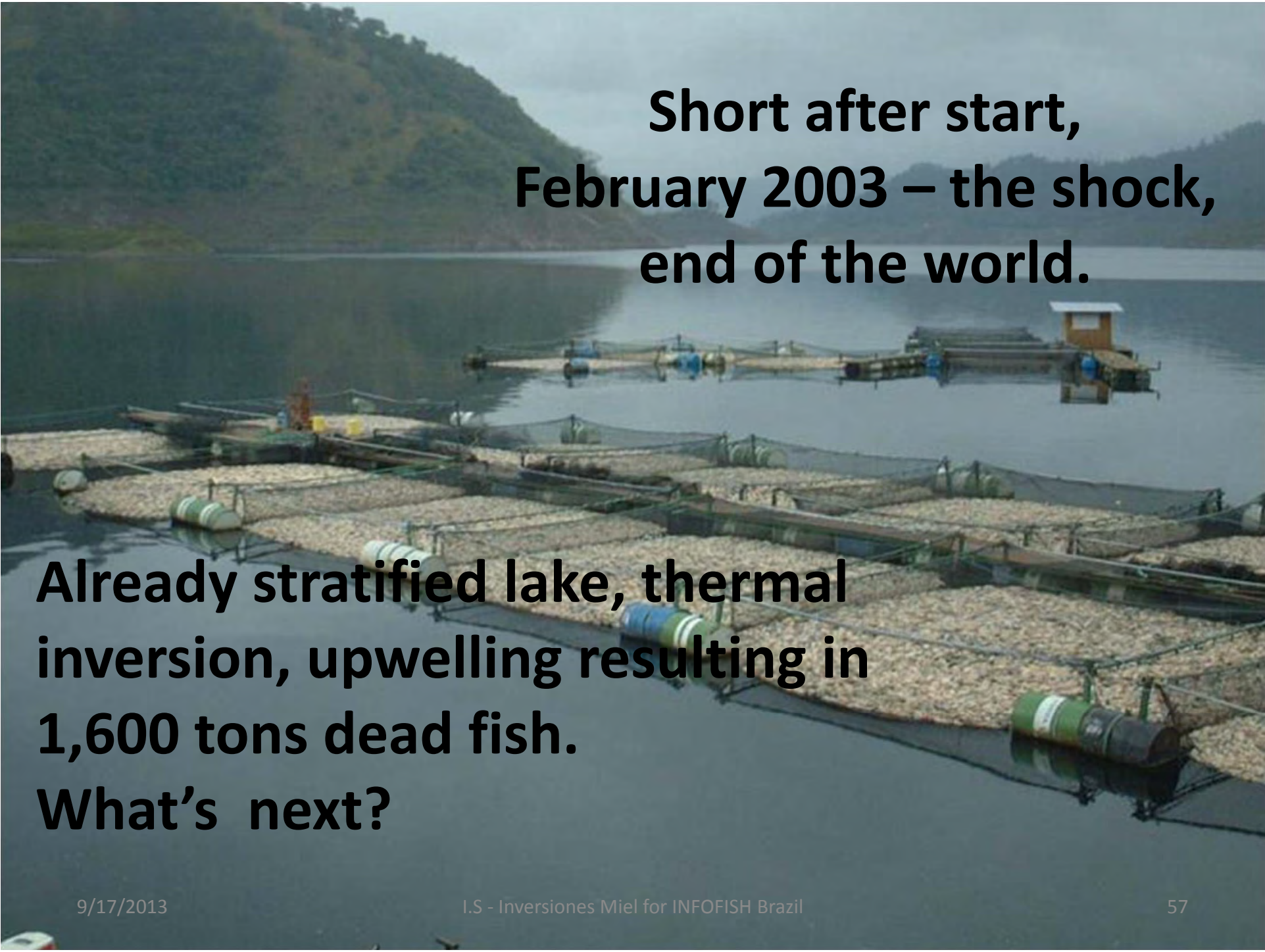


The story of my Mayans heroes - Luis, Mario, Albin, Rommel, Benito, Edi from El Ocotal and so many more...

9/17/2013

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**Short after start,
February 2003 – the shock,
end of the world.**

**Already stratified lake, thermal
inversion, upwelling resulting in
1,600 tons dead fish.
What's next?**

We realized it is a WAR of Parallel Battles in Multi Fronts

- Gaining the TRUST of our OWN people and the investors.
- Find a Technical reliable solution.
- Make sure FISH is growing – production, performance.
- Assuring financing for short and long term.
- Understanding the Circumstances - orientation.
- Legalized the operations.
- Gaining trust of politicians and media.
- Closing all security gaps and loopholes.
- Build a reliable administration, accounting.
- People Welfare

Educational Approach

- Education for OUR goals in THEIR way.
- Education is a PROCESS – but not ABRUPT.
- CURIOSITY is not a talent, nor a social class – it is NATURE
- We are NOT TAMING – We Are TEACHING by Sharing KNOWLEDGE and EXPERIENCE
- Freedom of EXPRESSION is a freedom of THOUGHTS.
- To ERADICATE POVERTY by EDUCATION.
- The DESIRE to KNOW, to UNDERSTAND is EQUAL between RICH and POOR. OPPORTUNITIES are NOT.
- Education for DISCIPLINE, LAW & ORDER, as a CHOICE – NOT DOCTRINISM.
- Mutual Criticism as a CONSTRUCTIVE EDUCATIONAL TOOL.
- Show SELF EXAMPLE – YOU ARE THE MODEL.
- Teach to WALK BY THEMSELVES – but NOT ALONE.



9/17/2013

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What I was mainly busy with?

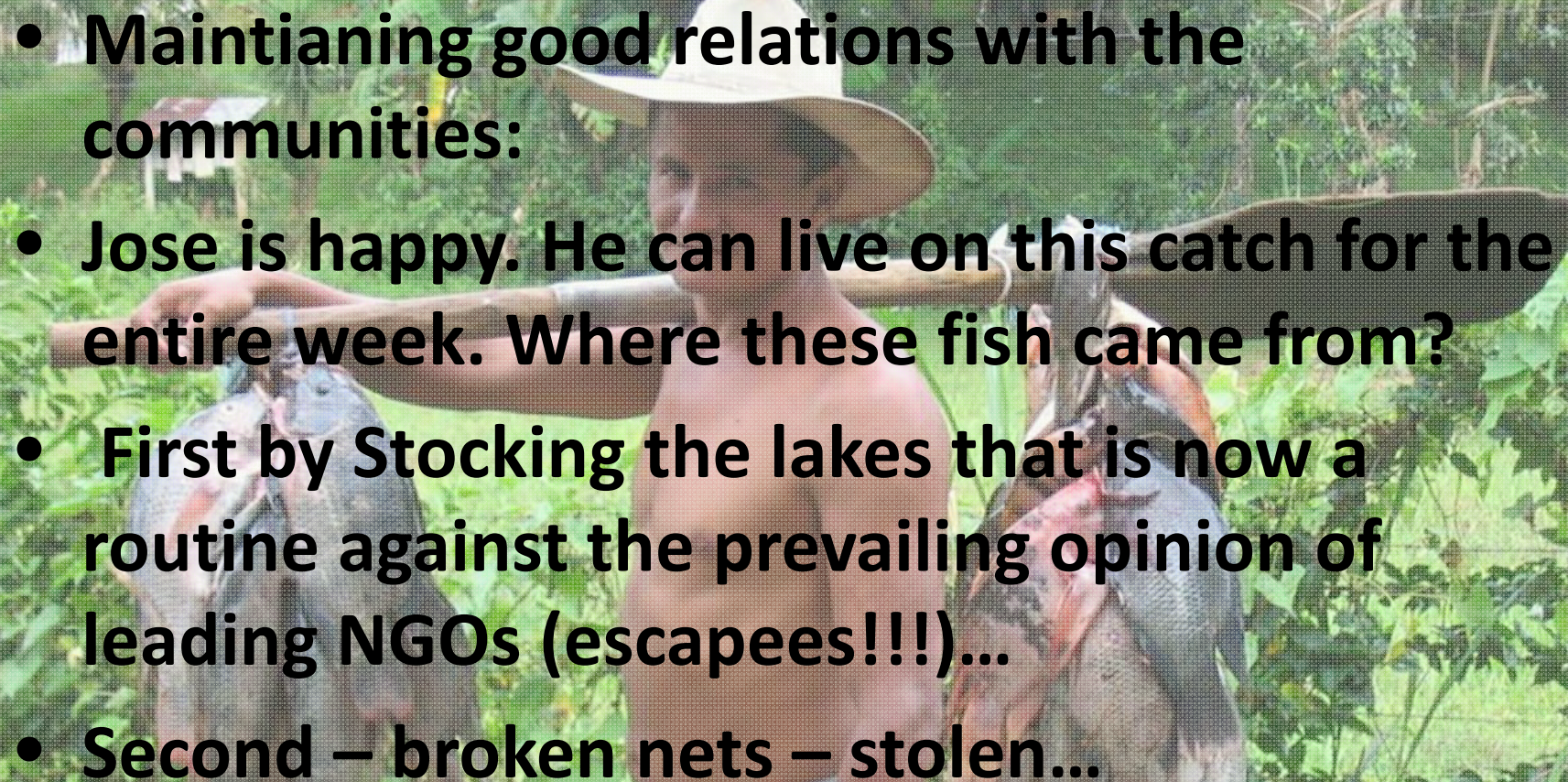
Not so much Tilapia...

- Education
- Environment,
- Communities
- Politics and government,
- Local production
- Security
- And so many none related “small” issues

9/17/2013

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25 10:58 AM

- 
- A photograph of a man wearing a light-colored wide-brimmed hat and a light-colored shirt, holding a large fish. He is standing in a lush green field with trees in the background. The fish is large and has a reddish-brown head and tail. The man is smiling and looking at the camera. The background is a dense green field with trees and a small building in the distance.
- Maintianing good relations with the communities:
 - Jose is happy. He can live on this catch for the entire week. Where these fish came from?
 - First by Stocking the lakes that is now a routine against the prevailing opinion of leading NGOs (escapees!!!)...
 - Second – broken nets – stolen...



9/17/2013

IS - Inversiones Miel for INFOFISH Brazil

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► CONGRESO Parlamentarios debaten aumentar a nueve las hectáreas que se crían

Tilapia, el cultivo de moda

Tegucigalpa. El Congreso Nacional debate el proyecto de ley que aumenta de dos a nueve las hectáreas de cría y engorde de peces en las jaulas flotantes en el lago de Yojoa, Morazán, conocida como El Cajón, ubicada en Santa Cruz de Yojoa. El contrato para el desarrollo de ese rubro fue firmado el 10 de febrero del 2003 entre la Empresa Nacional de Energía Eléctrica, Enee, y la Empresa Aquafinca Saint Peter Fish S.A. El proyecto fue aprobado el 30 de junio 2009.

El proyecto enviado por Patricia Cordero, diputada de Recursos Naturales y Ambiente, fue dictaminado, pero mientras se pedía la dispensa de dos debates, surgió la polémica porque algunos parlamentarios consideraron que es perjudicial para la zona.

Sería un proyecto piloto en el que se contemplarían beneficios para las comunidades aledañas al embalse, siendo entre otras la generación de empleo y la conservación del bosque, es decir, la incorporación de tierras de vocación forestal. Según el dictamen, el contrato es de siete años en un área de 18 hectáreas, incluyendo las dos hectáreas actual-

CIFRAS
TONELADAS
Fue la cantidad de tilapia que también murió hace pocos meses en una planta de Indonesia, propiedad de la misma empresa.
500
TRABAJADORES
El proyecto de ley contempla la contratación de 500 trabajadores para la cría y engorde de tilapia en El Cajón. Ellos serían grandes beneficiarios con aprobación de proyecto.

mente instaladas, donde estará operando la planta de procesamiento. La supervisión de las medidas de mitigación de impactos ambientales y la ejecución de los promisos contractuales y factibilidad indican que han sido aprobados por la Enee y la Enef. En los ríos tributarios Sulaco y Humuya, a una distancia aproximada de 10 kilómetros de la planta, se instalarán jaulas flotantes. Los propietarios del contrato son la Enee y la Enef. El proyecto comercial de engorde de peces con expectativas de ampliar

los mercados de venta, tanto nacional como internacional, ingreso de divisas al país. La puesta en marcha del proyecto actuará como un instrumento que fomente la producción sostenible del recurso hídrico, haciendo de los campesinos afincados en las laderas del embalse, elementos productivos que promuevan a conservación de sus recursos. La empresa queda obligada a realizar cada tres meses un monitoreo de la calidad de agua, con énfasis en los parámetros físico químicos, cuyos resultados serán reportados a la dirección de la empresa. Del total de las jaulas instaladas en el proyecto el contratista se compromete a otorgar el equivalente del diez por ciento cada año a las organizaciones comunitarias como medida para la conservación de la cuenca, en consulta con los alcaldes de las comunidades ribereñas. El 10 por ciento de las jaulas asignadas al módulo comunitario serán instaladas en las zonas ribereñas. El proyecto contempla un apoyo financiero y compra de la producción a precio de mercado. En el contrato se estipula que la empresa pagará 68 centavos de dólar por cada metro cuadrado de superficie de agua utilizado sobre una base de dos hectáreas.



El sector de el lago de Yojoa crecería si aumenta la cría de tilapia. 64

**The story of the extinction of
environment, of the fires, of the
illegal logging, of the endangered
wildlife with no protection**





A Fragile Eco System for Coexistence


9/17/2013

IS - Inversione, what for INPOFISH Brazil

66

**Kids that have never seen school are
having the opportunity to attend
schools regularly – what an IMPACT!**

**Hundreds of small
projects proliferating
the country**



A shaky political ground, social instability,
always needed to protect the investment,
the company, while staying friendly with all
parties...

9/17/2013

I.S - Inversiones Miel for INFOFISH Brazil

15 63 2004

► **DECRETO** Aprobada la extensión de dos a nueve hectáreas el cultivo de los peces en El Cajón

Congreso Nacional da impulso a la tilapia

Carlos Enrique Girón • Redacción La Prensa

► **Tegucigalpa.** Un proyecto de ley para ampliar de dos a nueve las hectáreas de cría y engorde de peces en jaula, en el embalse El Cajón aprobó el Congreso Nacional.

De acuerdo al contrato, en el lago artificial existen dos hectáreas cultivadas de tilapia, pero la misma compañía Aqua finca Saint Peter Fish, SA, ampliará a nueve las hectáreas al firmar el nuevo contrato con la Enee, el cual entrará en vigencia el 30 de junio de este año hasta la misma fecha del 2009.

El proyecto se alargará hasta los ríos Sulaco y Humuya, a una distancia aproximada de tres kilómetros de la represa. Los objetivos del contrato son el desarrollo de un proyecto de engorde de peces con expectativas de ampliar los mercados de venta, tanto nacional como internacional, generando ingreso de divisas al país.

Obligaciones

El decreto obliga a la empresa acuifera a realizar cada tres

meses un análisis de la calidad de agua, con énfasis en los parámetros físico-químicos, cuyos resultados serán reportados a la dirección de la represa.

En cuanto a costos se estableció que la empresa pagará 100 centavos al donar por cada metro cuadrado de superficie de agua utilizado sobre una hectárea de cultivo. Este monto será administrado por la Enee y serán utilizados prioritariamente para actividades de desarrollo de las necesidades básicas de las poblaciones de las comunidades ribereñas.

El proyecto de ley, según se relucir los más de 9 millones perdidos por la muerte 5.5 millones de tilapia en febrero de este año. La misma empresa en El Cajón, a nivel de investigación se desarrolla la actividad de cultivo de peces como parte de un proyecto de manejo de los re-

CIFRAS

5.5 millones de tilapia murieron por falta de oxígeno en El Cajón.

100 centavos pagará la empresa por cada metro cuadrado de superficie de agua utilizado.

68 hectáreas de cultivo de tilapia en El Cajón.

40 comunidades ribereñas beneficiadas con el proyecto.

40 comunidades ribereñas beneficiadas con el proyecto.

El proyecto de ley, según se relucir los más de 9 millones perdidos por la muerte 5.5 millones de tilapia en febrero de este año.

El proyecto de ley, según se relucir los más de 9 millones perdidos por la muerte 5.5 millones de tilapia en febrero de este año.

El proyecto de ley, según se relucir los más de 9 millones perdidos por la muerte 5.5 millones de tilapia en febrero de este año.

supervisión de las medidas de mitigación de impactos ambientales, los compromisos contractuales y factibilidad indican que han sido satisfactorios.

Al respecto, la ministra de Recursos Naturales, Patricia Panting, dijo que la muerte de las tilapias se debió a un problema de inversión, y no a contaminación ambiental y no a contaminación ambiental y no a contaminación ambiental.

El proyecto fue aprobado en la sesión plenaria que se realizó el 27 de marzo en el hotel del barrio Palmira, donde además las diputadas le celebraron el día del padre a los parlamentarios.

La sesión fue suspendida a eso de las 10.00 de la mañana por sugerencias de la policía a la directiva del pleno, pues una manifestación pacífica que llegaba a la zona amenazaba con causar daño al hotel y a los vehículos de los diputados, según informó el presidente Porfirio Lobo Sosa.



DIVISAS Honduras es el tercer exportador de tilapia a Estados Unidos.



Abram – was one of our best filleter – how this “housing” goes together with fillets to the White Tablecloth restaurants in America?

9/17/2013

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INFOFISH Brazil

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Housing solutions are offered – Ciudad Tilapia



To summarize: It is not about how many certification one possess.

Underneath the first stone of this industrial complex is the following commitment:

The miracle of the loaves and the fish:

For You and For Me

"... Vé al mar, y echa el anzuelo, y el primer pez que saques tómalo, y al abrirle la boca, hallarás un estatero; tómalo, y dáselo por mí y por tí".

(Mateo 17:27)



9/17/2013

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"...Y tomando los cinco panes y los dos peces, y levantando los ojos al cielo, bendijo, y partió y dió los panes a los discípulos, y los discípulos a la multitud. Y comieron todos, y se saciaron; y recogieron lo que sobró de los pedazos, doce cestas llenas". (Mateo 14: 14-21)



UNITED NATIONS
NEW YORK, 2012

WE CAN END POVERTY 2015 MILLENNIUM DEVELOPMENT GOALS

The Millennium Development Goals Report 2012



The most important moment for me was signing this very document – Covenant of the Employees Rights.



9/17/2013

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completo de las dotaciones y a cuidadas y conservadas en buen estado para que cumplan sus ciclos de vida útil.

CLAUSULA VIGESIMO QUINTA.- RETIRO VOLUNTARIO. REQUISITOS.

RESTRICCIONES: La empresa garantiza a los trabajadores firmantes del presente pacto y a sus adherentes posteriores que cuando renuncien o se retiren voluntariamente de la empresa, y que cumplan con los requisitos establecidos a continuación una bonificación relativa a sus años de servicio conforme a la siguiente tabla de progresiones:

ANTIGÜEDAD

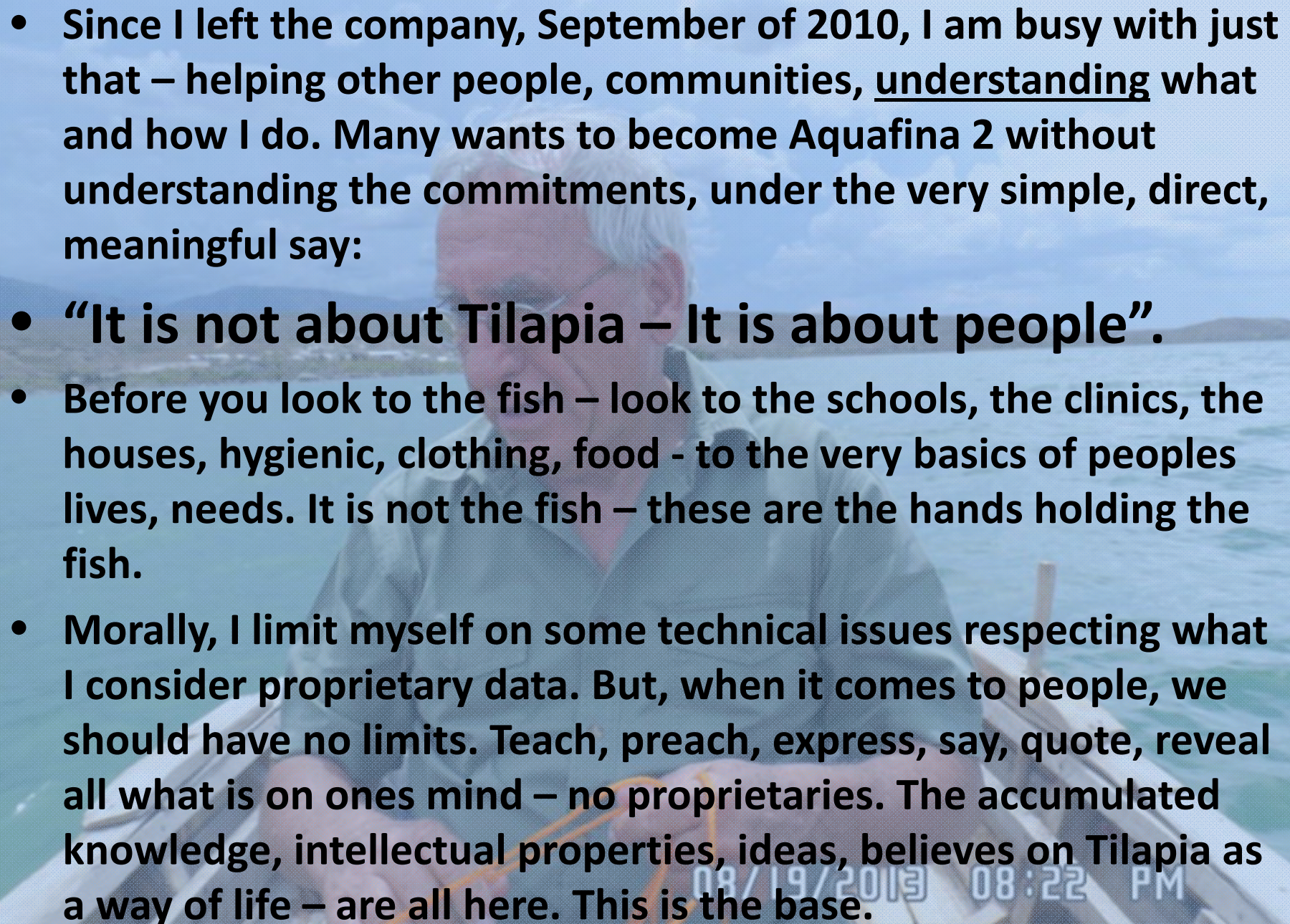
DEL FONDO PATRONAL EN COACAFISAPEFL

| | |
|---|------|
| Menos de 1 año | 0% |
| Igual o mayor a 1 año, pero menor a 2 | 20% |
| Igual o mayor a 2 años, pero menor a 3 | 40% |
| Igual o mayor a 3 años, pero menor a 4 | 60% |
| Igual o mayor a 4 años, pero menor a 5 | 80% |
| Igual o mayor a 5 años, pero menor a 6 | 100% |
| Igual o mayor a 6 años, pero menor a 8 | 120% |
| Igual o mayor a 8 años, pero menor a 10 | 140% |
| Antigüedad de 10 años cumplidos en adelante | 150% |

Esto sin menoscabo del pago de sus derechos adquiridos que son saldos de vacaciones, proporción del décimo tercero y décimo cuarto meses de salario. **REQUISITOS:** Para que el empleado pueda poder optar a este beneficio se establecen los siguientes requisitos: **a)** ser trabajador permanente con un tiempo mayor a un año de prestar servicios a la empresa; **b)** Presentar el trabajador a su Jefe Inmediato, renuncia *por escrito, incluyendo en la misma que se apegue* a la política de retiro, como mínimo sesenta días calendario antes de la fecha en que desea retirarse. - **c)** No tener llamadas de atención o sanciones que impliquen faltas leves, semigraves o graves durante los últimos seis meses previo a la presentación de la renuncia apegándose al beneficio o política de retiro. - **PROCEDIMIENTO:** *a)* El retiro será programado.

A word of thanks

- Aquafinca is a story of 6 critical months. From a complete destruction in February 2003 till August of 2003, first new technology cage into the water, and already January of 2004 – the new plant is up and running.
- This presentation is also a way of saying thank you to the man who trusted us, gave us his checkbook, the freedom to craft the company our way, realizing what is contemplated for so many years. Wasn't easy to swallow. Rudi was for me an extraordinary young entrepreneur, brother, courageous individual which shared with us his fortune, gave us the opportunity to build for him our world of Tilapia, the largest Tilapia operation, stable and sustainable since then.
- Years of struggle, personal sacrifices, agreements and disagreement, understanding and misunderstanding, consensuses and disputes, together with Freek in Indonesia and Mike in the USA, it was all possible, became a reality.

- 
- A background image of a man with white hair and glasses, wearing a light-colored shirt, sitting in a boat on a body of water. He is looking down at something in his hands. The water is blue and there are hills in the background.
- Since I left the company, September of 2010, I am busy with just that – helping other people, communities, understanding what and how I do. Many wants to become Aquafina 2 without understanding the commitments, under the very simple, direct, meaningful say:
 - **“It is not about Tilapia – It is about people”.**
 - Before you look to the fish – look to the schools, the clinics, the houses, hygienic, clothing, food - to the very basics of peoples lives, needs. It is not the fish – these are the hands holding the fish.
 - Morally, I limit myself on some technical issues respecting what I consider proprietary data. But, when it comes to people, we should have no limits. Teach, preach, express, say, quote, reveal all what is on ones mind – no proprietaries. The accumulated knowledge, intellectual properties, ideas, believes on Tilapia as a way of life – are all here. This is the base.

“10 amendments”

as defined years before the NGOs certification industry evolved...

- **All People Deserve To Eat Healthy Food – Regardless**
- **Sharing – Not Greediness – Simplicity and Modesty**
- **Responsibility, Integrity and Commitment**
- **Transparency & Professionalism**
- **Verticality & Harmony – Self Sufficient**
- **Integration – Not Separation**
- **Recycling Concepts In All Levels (Not Chain Reaction)**
- **Build Strong Infrastructure – For Man, For Nature, For Technology**
- **Respect – Life, Human Being, Country, Nature**
- **Away From Politics, Religions, Corruption**

Adios y Gracias

30 4 2006