

# LDAC Strategic Report No 1

Performance Review 2016-2018

Organisation and functioning  
of Working Groups; decision-making  
process and quality considerations  
linked to production of advice







# Preface



Following an initiative presented by the Chair and the Secretary at an Inter AC coordination meeting with the Advisory Councils on December 2017, the LDAC Executive Committee agreed to carry out a performance review study of the organization following the recent celebration of the

10th anniversary of its creation, dating back to May 2007.

The LDAC has played a prominent role as main interlocutor with the European Commission, Member States and EFCA, in shaping and channeling the demands of the long distant fleet and other fisheries stakeholders' advice in relation to management measures in the high seas and international waters out of the EU.

As an international organization and emulating the work initiated by the RFMOs from 2006 onwards, the LDAC membership considered it was a good moment to develop such as work given the level of trust and maturity reached among a stable membership of over 50 member organisations both from all economic chain of the fishing sector (60% of composition) and the other interest groups including environmental NGO (40%) from 13 EU coastal Member States.

The aim of this study is to conduct a critical and comprehensive analysis on the internal functioning of the LDAC, identify strengths and good practices and define the challenges and opportunities to improve its performance. It was chosen as period of analysis the years 2016 to 2018.

It was decided that the LDAC would commission this work to an external consultant and adopt a stepwise approach to address all the questions contained in the Terms of Reference (appended to this book) spread over a period of three financial years.

The present report is the first one of its series and deals with:

- The functioning of the Working Groups and the Executive Committee (preparation of meetings, quality and frequency of interventions at plenary sessions, follow up and drafting of advice...)
- The evaluation of the working practices and exchanges held between the LDAC Secretary, its members and DG MARE officials
- A critical review on the identification and tracking of work priorities;
- An examination of the procedure, method of production and quality of the advice;
- The follow up the influence of the written advice in the EU decision-making process throughout the European Commission and the co-legislators (Council and Parliament).

This work is intended to continue in the next 1-2 years to cover also the LDAC's work with EFCA and FAO; its participation and input at RFMO Annual meetings; and issues related to communications and transparency.

We hope you find this study interesting and enjoy the reading.

Your sincerely,  
**Iván López**

**LDAC Chair**





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**Report published in 2019**



# Background

The Long Distance Fleet Advisory Council (LDAC) is an EU fisheries stakeholder body co-funded by the European Commission and recognized by the CFP Regulation (UE) No 1380/2013 as an organization aiming a European Interest. It was established in 2004 by virtue of the Council Decision (EC) No 585/2004, and became operational in May 2007.

In occasion of its 10 years of existence, the LDAC Chair and General Secretary jointly proposed at an Inter AC coordination meeting with the European Commission held in December 2017 that the DG MARE carry out an overall performance review of all long running Advisory Councils created within the previous CFP. It was reminded that the Commission already published a Communication on the review of the functioning of the ACs in 2008, whereas only 4 ACs were duly established (COM 2008/364).

The Director of DG MARE chairing this meeting replied that this was not foreseen within the EC work priorities but encouraged the LDAC to lead by example and perform their own performance review to set a methodology and share conclusions that would be of interest for similar exercises for other European Advisory Councils as well as for the various European institutions with special interest in the work of the ACs within the Common Fisheries Policy.

As a result, a procedure for call for interest was presented before the LDAC members of the General Assembly, which agreed to proceed in May 2018 to undertake an external performance review and assessment of the work and functioning of the organisation in order to identify good practices and margins of improvement.

The initial terms of reference provided (appended concept note and list of questions, see Annex 1) clearly distinguishes what deals with the internal functioning of the organization (functioning of working groups and

executive committees, participation of members at meetings, performance of chairs and secretariat...) on the one hand, and what deals with its external performance considering in particular its relationship with the European Commission and the various RFMOs of interest for the European fleet.

However, on the basis of the limited budget assigned and initial exchanges of views with the LDAC secretariat and the LDAC coordination meeting, **the current study has limited its scope to the following issues:**

- Organisation of Working Groups
- Analysis of decision-making process
- Quality of production of advice and feed-back from the EC
- Promotion of transparency

Other important issues were decided to be left out of the scope for the current work but might be evaluated or looked at in the future, e.g.:

- Performance of the LDAC Chairs and Secretariat team.
- Cooperation and working practices with international organizations such as FAO, RFMOs, EFCA, ATLAFCO-COMHAFAT...
- Communication policy and outreach.
- Aspects related to gender balance.



The review relies on three main sources of information:

1. Qualitative face-to-face and remote interviews;
2. Analysis of existing documentation and legislation; and
3. Observance and attendance to LDAC meetings.

**A kick off meeting** was held during a LDAC Chairs and Vice Chairs coordination meeting (13th of September 2018) to further clarify specific requests and most importantly key topics for the LDAC. Timelines for the various deliverables, participation of the consultant to LDAC meetings and working methodology has been confirmed.

**Qualitative semi-structured interviews with LDAC members** (see interview guide in Annex 2) have been carried from October to November 2018. They have allowed to go in-depth into the functioning of the LDAC, starting from the members' reasons to participate, through the functioning of the working groups up to the quality and impact of LDAC's advice on the European Commission proposals. Similar interviews have been carried with various European Commission officials (see interviews guide in Annex 2) following the same items but focusing on the expectations of the European Commission's officials.

The interviews have been processed through a **thematic analysis**, allotting the various comments and opinions throughout the various items pointed in LDAC's initial Terms of Reference (see Annex 1). Majority and minority views have been identified as well as specific recommendations or proposals from interviewees that appeared relevant to the auditor. They are presented in an anonymous manner indicating only the organisation/sector they represent.

**Participation to LDAC meetings**, namely the 3 Working Groups' meetings on the 23rd and 24th of October 2018, an Executive Committee meeting on the 3rd of December and

the Inter AC meeting on Impact of Brexit in the Composition, Functioning and Performance of the Advisory Councils on the 4th of December 2018. Specific attention has been paid to the different steps of the meeting (see the matrix used for the analysis of the meeting in Annex 3): preparation and introduction of the issues to be dealt; participation and facilitation process; conclusions and decisions taken.

**Analysis of available documentation and literature** includes the reading of annual work programmes and activity reports for the last two exercises (2016/2017 and 2017/2018), the LDAC rules of procedure/statutes, and a selection of various LDAC's advice and European Commission replies selected through exchanges held with the LDAC Secretary and suggestions received from LDAC members.

**Interim conclusions and proposed recommendations** were delivered to the LDAC Executive Committee on the 3rd of December, followed by exchanges of views with LDAC members.

**The final report** was submitted by the end of 2018 to LDAC secretariat, chairs and vice-chairs.

It must be noticed that the **scope of the assessment** has been limited to the last two LDAC exercises (2016/2017, 2017/2018), in accordance with the requirements laid down in the ToR and following discussions and agreement with the LDAC secretariat.



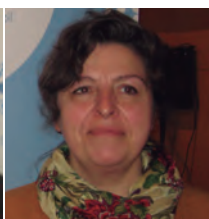
# Data sources and information

- Qualitative structured personal interview with members and EC civil servants (average duration of 30-90 minutes each)

## Interview with LDAC members



*Iván López*  
LDAC Chair  
AGARBA



*Béatrice Gorez*  
LDAC Vice-Chair  
CFFA-CAPE



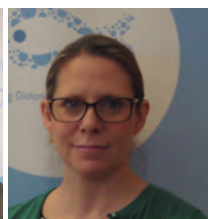
*Juan Manuel Liria Franch*  
LDAC Vice-Chair  
CEPESCA



*Marc Ghiglia*  
LDAC Vice-Chair  
UAPF, CNPMM



*Michel Goujon*  
LDAC Working Group 1 Chair  
ORTHONGEL



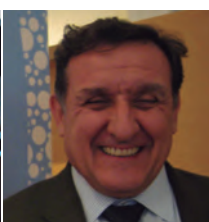
*Jane Sandell*  
LDAC Working Group 2 Chair  
NFFO



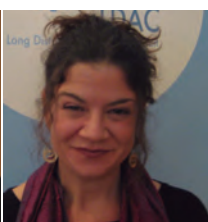
*Gerard van Balsfoort*  
LDAC WG2 Vice-Chair  
PFA



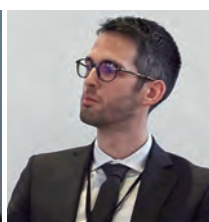
*José Antonio Suárez-Llanos*  
LDAC Working Group 3 Chair, ARVI



*Julio Morón*  
LDAC Working Group 4 Chair  
OPAGAC



*María José Cornax*  
LDAC Working Group 5 Chair  
OCEANA



*Roberto Carlos Alonso*  
LDAC Executive Committee member  
ANFACO-CECOPESCA



*Raul García*  
LDAC Executive Committee member  
WWF Spain



*Frédéric Le Manach*  
LDAC Executive Committee member  
BLOOM



*Despina Symonds*  
LDAC Executive Committee member  
EBCD



*Juan Manuel Trujillo*  
LDAC Executive Committee member  
ETF



*Alexandre Rodriguez*  
General Secretary  
(various interviews)



*Manuela Iglesias Alonso*  
Policy officer

*Marta de Lucas*  
Administrative management

## Interview with the LDAC secretariat staff

## Interview with EC civil servants

*Ernesto Penas Lado*  
Former DG MARE Principal adviser, CFP  
policy development (retired)

*Isabelle Viallon*  
Fisheries Policy Officer, DG

*Stefan Debyperre*  
Former Director of International Ocean  
Governance and sustainable fisheries,  
Directorate B DG MARE (retired)

*John Brincat*  
International relations officer, main EU  
negotiator before UN

*Pascale Colson and  
Amalia De Diego*  
Policy Officer and Coordinators for ACS  
in DG MARE

*Veronika Veits*  
Former Head of Unit, regional fisheries  
management organisations, DG MARE

*Angela Martini*  
International relations officer, RFMOs,  
DG MARE

*Anders Jessen*  
Head of Unit of RFMOs in DG MARE and lead  
negotiator in NAFO, ICCAT and IOTC; Acting  
Director International Ocean Governance  
and sustainable fisheries





#### • Assistance to LDAC meetings in last quarter of 2018

LDAC Bureau, Chairs and Vice Chairs Coordination meeting, 13th of September (Madrid).

Coordination meeting between the DG MARE and the Advisory Councils (Inter AC), Brussels 16th of October.

WG1, 23rd of October (Brussels)

WG4, 23rd of October (Brussels)

WG5, 24th of October (Brussels)

Executive Committee meeting, 3rd of December (Madrid).

Inter AC seminar hosted by the LDAC on Impact of Brexit in the composition, functioning and performance of the Advisory Council, 4th of December (Madrid).

#### • Analysis of LDAC advice and replies from the European Commission (September 2015 – December 2018)

- Recommendations – LDAC conference on external dimension of the CFP, Las Palmas de Gran Canaria, 16-17 September 2015

- Improving implementation of the EU regulation to fight against illegal, unreported and unregulated (IUU) fishing – R-08-16/WG5

- Improving implementation of Council regulation (EC) 1005/2008 to prevent, deter and eliminate illegal, unreported and unregulated (IUU) fishing – joint opinion LDAC-MAC-MEDAC

- Draft advice on BBNJ process – governance and quality of the expertise – November 2017

- Request to improve data quality and methodology for

the EU distant water fleet (DWF) under the STECF Annual Economic Report (AER)

- LDAC advice on EU commission proposal for sustainable management of the external fishing fleet Fishing Authorization Regulation (FAR) – R—04-16/WG5

- Recommendations for ensuring a robust new Fishing Authorisation Regulation (FAR) – R-10-16/WG5

- Request for clarification about access to Chilean ports by the European surface longline fleet – May 2018

- LDAC advice in preparation for NAFO 40th annual meeting, Tallinn (Estonia), 17-21 September 2018 – R-02-18/WG2

- LDAC Opinion on Transparency and accountability of the SFPAs sectoral support – Nov. 2016

- LDAC advice on the role of fishing agents by the EU fleets targeting straddling stocks and highly migratory species within the framework of SFPAs – R-07-17/WG4

- Improving EU actions for International Fisheries Governance in the Atlantic and Indian Oceans – May 2018

- Proposition provisoire à un avis du LDAC concernant la réglementation sur les subventions à la pêche – Version 3, Novembre 2018/WG5

- Draft LDAC recommendation on strengthening the European Union role in the field of International Fisheries Governance – November 2018

#### • Members' and observers' attendance to LDAC meetings for the last two working and financial years (2016-2017 and 2017-2018) – See Annex 4





# Findings

## Participation and organisation of LDAC meetings

### • Motivations to participate in LDAC meetings

As for LDAC members, they all argue that one of their main motivations is to bridge the gap in terms of dialogue and mutual understanding between the fishing industry sector and the other groups of interest, namely NGOs.



*“We were missing the Advisory Councils. Relationships with NGOs are very positive. They have understood our own reality. We have understood their statements”*

Fishing sector representative

Up-to-date and regular information about other fleets (activity, economic performance...) comes also close as a driver for participation. Some members do also value the influence the LDAC has on policy shaping and legislation (e.g. NGOs and industry delegates directly participating at NAFO technical coordination meetings). Their personal investment in terms of time oscillates between 5 days a year up to 25 days a year in average (including travels, meetings and desk work) depending on the level of membership (GA, Ex.Com, WGs), with one member suggesting “the appropriate

investment being between 20% and 40% of a full time equivalent”. The members consider their investment to be valuable as they are sparing time by meeting people they need to talk to, but also by the legislative changes the LDAC has been able to obtain.

As for EC civil servants, they consider the LDAC to be an effective communication channel to exchange views between stakeholders on key policy matters. They are satisfied with its overall functioning, as on one side it is a helpful platform to convey information on policy changes and legislative proposals and on the other side it is useful to grasp information and feedback from members with technical expertise, with special emphasis concerning international negotiations with third countries or at multilateral level (UN/FAO/RFMOs). A specific quote shall be made on international issues such as the UN intergovernmental conference on Biodiversity Beyond National Jurisdiction where the LDAC input is much appreciated and would likely be one of the core work priorities for the coming years.

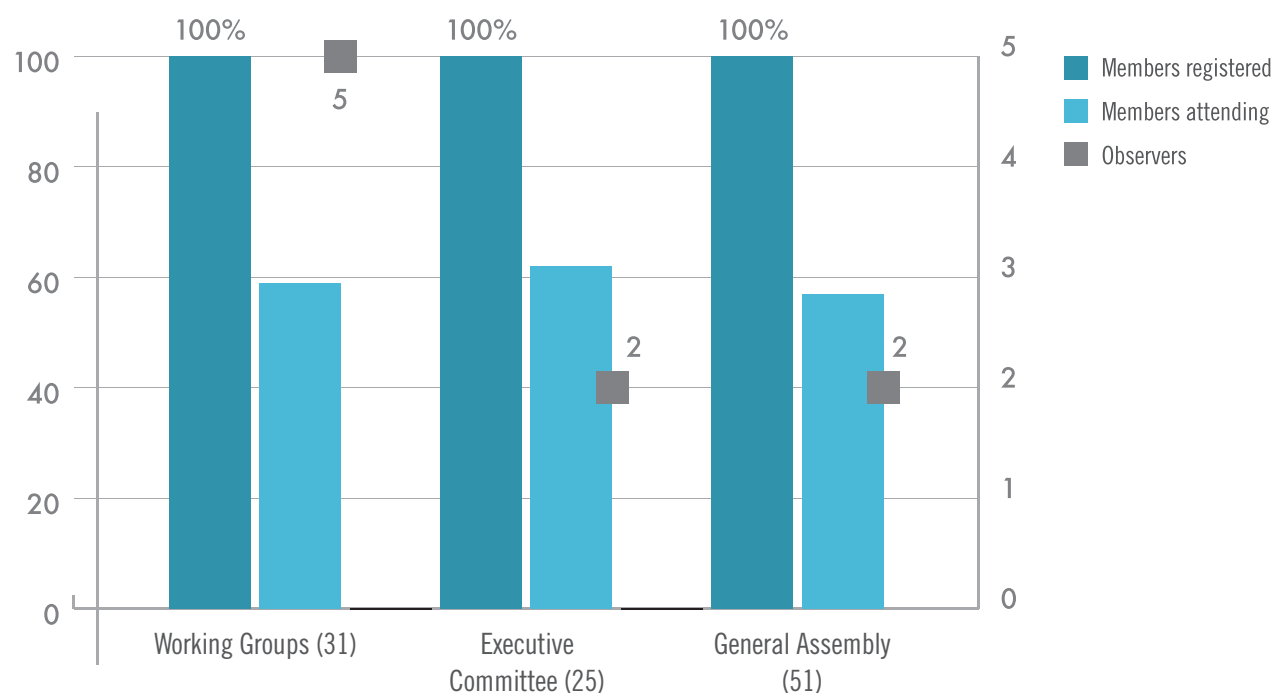


*“They are very well prepared, they are very receptive. This is a good mix of people with expertise and knowledge and they have learnt how to work together”*

EC official



## Participation to LDAC meetings



### Participation to LDAC meetings

The LDAC has, with date December 2018, 52 members divided by 35 members from the fishing industry, 10 members from the NGOs, 5 members from the processing industry, 1 member from the trade unions, 1 member from recreational fishing.

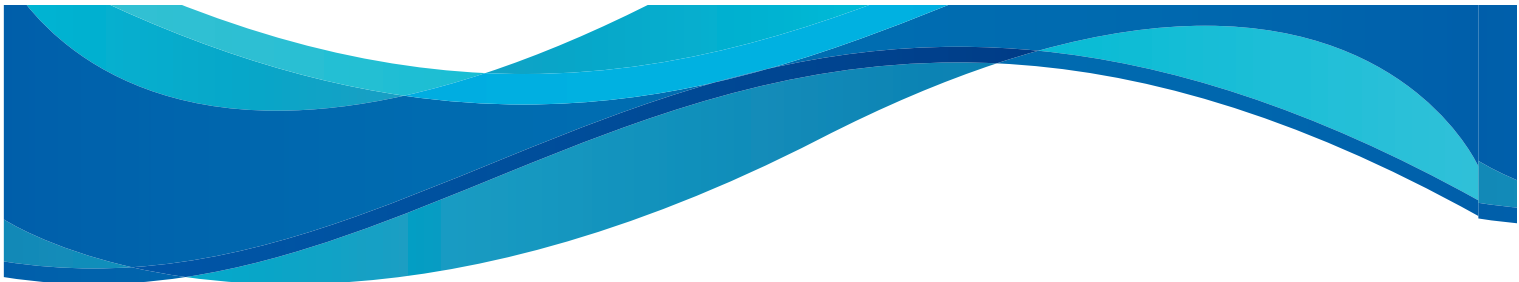
Considering participation to the working groups, the average participation along the last two evaluated financial years is

of 18 members (out of 31 members registered on average) participating to meetings, and 5 observers.

Considering participation to the executive committee, 16 members of the executive committee (out of a total of 25), are participating and 2 observers. As for the general assembly, 30 members out of 51 participated in 2017 (and 3 observers), and 23 out of 51 in 2018 (2 observers).







### • Organisation of the working groups

The LDAC is structured around five working groups:

- GT1 - Highly Migratory Stocks and Relevant Regional Fisheries Management Organizations
- GT2 - North Atlantic Agreements and Regional Fisheries Organizations
- GT3 - Rest of RFMOs and high seas waters not covered by RFMOs
- GT4 - Bilateral Relations with Third Countries
- GT5 - Horizontal Issues

#### Current situation:

Working groups cover many important topics for the EU external fishing fleet. Useful background and supporting documentation is being provided in advance for the meetings by the Secretariat by email or via the LDAC website. Technical experts from various backgrounds (scientific, economic, legal, environmental, academia...) are invited to give input to the meetings. Logistics is adequate with accessible meeting rooms open to observers. EC participation is high and it is undoubtedly a very important success of the LDAC. The secretariat follows up pending actions and prepares working groups agendas in close collaboration and consultation with the chairs and general satisfaction has been expressed on this point.

#### Margins for improvement:

A lot of topics are being covered through the LDAC five working groups. The number of meetings appears to be insufficient to address and give input to the various topics and thus preparation is essential, yet lacking for certain issues. It seems that few topics are being proposed by the NGOs outside the scope of Working Group 5, the most

appealing to them as it deals with horizontal issues (e.g. Fisheries Control, Fight against IUU fishing, Sustainable Management of External Fishing Fleets, international ocean governance...). Concerning this specific working group, the agenda appears to be overloaded and a distinction would be useful between contributions to EU policy on the one hand, and horizontal issues such as ocean governance on the other hand.

Therefore a proposal for the LDAC reorganization is being submitted at the end of this report. It is proposed to reduce the number of formal working groups to three that will meet only once a year. In the meantime, topic based focus groups – limited to specific items and with a limited number of attendees – would meet on a more regular basis through IT and virtual communication means (phone or internet meetings) to avoid stakeholders' fatigue.



*“I am always advocating for organizing more on-line meetings and limiting as much as possible physical meetings. We are all overloaded”*

Fishing sector representative





## • Running of the meeting

### Current situation:

Meetings' atmosphere is rather relaxed and constructive. The Chairs and Secretariat team ensure a respectful and professional working environment and dialogue is fluid, yet limited to interventions from few members only. Interventions are generally of very good quality, with very well informed members. Freedom of speech is absolute following interviewees' opinions, yet some members point they do not intervene because of various reasons (e.g. lack of knowledge, fear to provoke some dissatisfaction around attendees, lack of preparation in advance of the meetings...). Observers are allowed to speak after the members provided there is sufficient time and that the Chair gives them the floor following prior request and they identify and introduce themselves.

Following the majority view, the trust building process between members (and especially between other interest groups including NGOs and the fishing sector) has grown remarkably since the creation of the LDAC. This has been noticed and is much appreciated by the EC civil servants which work with the LDAC. It is one of the main achievements of the LDAC where a high degree of trust in some cases or at least some kind of empathy has emerged between Fishing Sector and NGOs, allowing to exchange views in an open manner and to understand better the reasoning and motivations of each other.

### Margins for improvement:

Meetings are generally highly attended although active participation and own initiative proposals for advice based on agreed strategic work are actually limited to a few members with technical knowledge on the issue being dealt with. The majority of the interventions come from industry members with some NGOs not participating at the debate

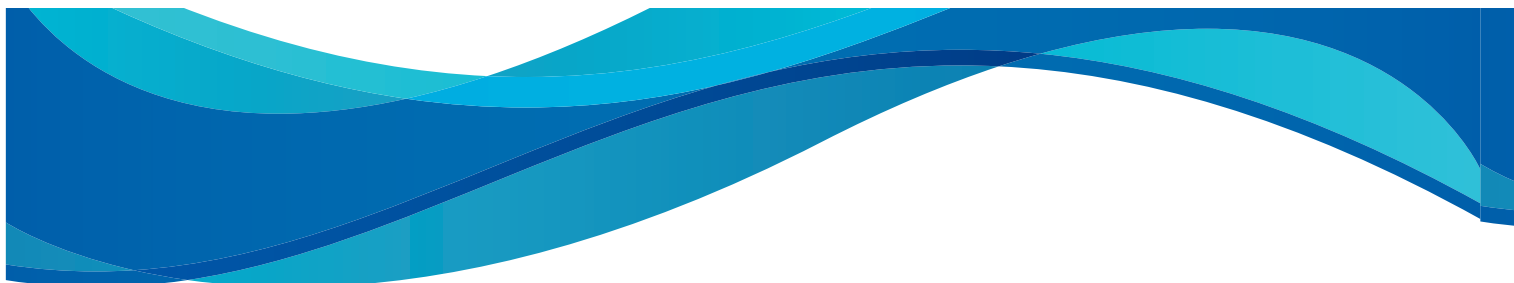
at all. Some working groups suffer from weak facilitation process and interventions are often reactive and limited to questions to the EC representatives present rather than a more proactive approach of coming up with own initiative proposals and suggestions on how to improve fisheries management.



*“There is a huge issue about debating. A lot of my colleagues from other NGOs are silent and some do not have a culture of talking to the industry. There is a lack of experience about confronting arguments and concealing divergent views. Yet they do have useful information and content to bring for the discussions”*

NGO representative





Most industry members remark that it is hardly possible to deal with some specific issues due to confidentiality of data or information issues and for that reason sometimes some interesting debates which might happen at the LDAC are not being proposed because persistent mistrust of some members on certain topics despite its relevance (e.g. measures related to

FAD management hampering the discussion of ICCAT recommendations on tropical tunas).

Therefore it would be advisable to invest on a more professional facilitation process in order to guarantee that all members' opinions are duly conveyed and taken into account (see recommendation 2, page 26).



### Consideration on the added value of physical meetings

Members participating to the meetings do all have very busy workload and agendas and having them in the same room discussing strategic topics is very precious and a value in itself. However it appears that very few topics are actually calling the attention of the majority of participants in the room and therefore this is a reason for not triggering their participation.

Extensive scientific presentations or reports on LDAC administrative and financial matters do not seem to attract attention of members and it would probably be advisable to limit these presentations in time and approve those necessary administrative matters through electronic consultation if they are non-controversial.

Efforts should be put on identifying in advance topics that actually trigger debate among the several attendees, in order to make the best use of the meeting's time. It is probably much more valuable to spend one hour debating on a specific and limited issue only rather than jumping from topic to topic without sufficient time to enter into details and understand the various positions at stake (not to say losing attendee's attention because they are overwhelmed by the amount of information received within such a short timeframe).





## • Quality of LDAC's Advice

### Current situation:

Its members considered LDAC's advice as good advice, underpinned by factual evidence, and accurately reflecting the various opinions among the members. It seems that LDAC has chosen to produce few but qualitative advice



*"I am used to come to LDAC WG1 meetings to give updated information on EC work. I do not understand the added value of the LDAC. I do already have their input from other sides: mails from the fishing sector and national administrations from member states. The agenda is often reiterative, and there is no technical input. [...] We rather work with our network of scientists and internal consultants because they are out of the politics."*

EC official

that are being worked out conscientiously over the years. Consensus appears to be well established and understood as a wise basis to trigger efforts towards bridging diverging opinions over time with several versions of drafts being circulated to iron out those differences.

As for EC civil servants, the evaluation of LDAC's advice greatly diverges from one advice to another. Whereas advice on NAFO, consultation on EU legislative proposals, or international issues are considered as very useful, others as the recent ones on tuna RFMOS do not bring added value compared to the available information.

The Secretariat puts considerable efforts in acting as facilitator and fostering informal dialogues between members and parties with diverging positions or potentially conflicting comments in the advice to iron out the differences and find a compromise text acceptable for both during the consultation procedure. In case where minority opinions are requested, they are clearly stated in the advice either by individual organisations or by blocks (i.e. fishing industry vs. NGO representatives).

### Margins for improvement:

Although this is the case for some of the advice analysed, more systematic information should be brought to the advice drafting process including tracking to provide a more detailed level of information in terms of main author or rapporteur, contributions received, versions circulated and date of adoption (also indicating if this was done by consensus or majority). Some members argue that consensus is also preventing or diminishing advice on difficult and important issues, "watering down" the substance of the advice. If there is an over whole shared opinion of not going towards a voting procedure, stress is also being put on the importance of presenting diverging



## Methodology



*“With the experience acquired over the years, we are used to understand the members’ underlying motivations, as well as their positions and reasoning coming from their constituencies. Our work is to identify common grounds and solutions that are accepted for everyone as compromise.”*

LDAC secretariat

views and opinions as this knowledge is also helpful for the policy makers.

The work of the secretariat is acknowledged as very positive and instrumental as it often succeeds in finding compromises and identifying common grounds. However this work could be more transparent and publicly shared with those interested members in contributing to the advice making. A possible solution might be to avail of electronic software that allow to reach common positions while every members are able to track the changes in the document (see recommendation 2 at page 26).



### Consideration on the value of consensus

It could be questioned why the CFP Basic Regulation (EU Reg. 1380/2013) requires AC’s advice to be based on consensus. Whereas the advice do not have any binding nature character, if opinions or stakes are diverging in relation to the positions submitted, stakeholders may therefore have more interest or incentives in lobbying directly or individually before the EC, the European Parliament or the Council rather than making substantial and genuine efforts to reach a consensus with no legal weight. In addition, consensus can be de facto giving more weight to minority views because they can eventually block a proposal that the vast majority is sharing. The reason is that all contributions from each of the member organisations have the same weight regardless their degree of representativeness and/or constituencies (number of associates, economic value of fishing activities, etc.).





## Analysis of main features in the LDAC advice

The quality of the advice basically relies on the preparatory work, which has been carried in advance by the Secretariat and the Chairs with a handful of committed key members participating actively to the process (c.f. advice on the FAR regulation, or NAFO). In addition to the recurrent and permanently set Working Groups' meetings, there are ad hoc task forces and regular coordination meetings which are planned in advance to elaborate the LDAC position.

Reading the content of some LDAC's advice (see Data & Information), it clearly appears that while some really go into details in referring to technical or legal specificities of a regulation (questioning or rephrasing articles of a draft regulation), others focus on practical matters or a factual situation (questioning for example the role of fishing agents within SFPAs or the impossibility for the EU surface longline fleet to land in Chilean ports. However there are also some advice or position papers that remain limited to general considerations with no concrete and measurable contributions to the process.

The issue of diverging opinions remains difficult to deal with considering the recent impossibility for LDAC to agree on its annual advice for the ICCAT annual meeting in 2018. It obviously appears that when consensus is the basic ground to start discussions (such as for example discussion within the industry on the FAR regulation), the quality of the advice is far better as members have common interest and motivation in driving forward the process to provide an evidence-based and detailed advice.







*“Yes, we believe our advice do influence the thinking of the European Commission but this varies a lot depending on topics and addressees. Look at the deep sea fisheries’ management file: the pressure and influence came more from the NGOs and the wider public. It always depends whether there is a stronger voice or not for the LDAC to be listened when it comes to the policy shaping and decision making. NAFO is a very good example: there is a close collaboration between the fishing sector as one voice, the NGOs and the European Commission. As a result, the latter took most our proposals on board on the last annual meetings, being a good example management proposal for 3M cod.”*

Fishing sector representative





#### • Influence of LDAC advice and feedbacks from the EC

##### Current situation:

The DG MARE services of the EC reported that they usually read carefully with interest the LDAC advice and they quoted as good examples recent advice on how to improve management of deep sea bottom trawling or recommendations for negotiations at NAFO Annual Meetings as useful work.

##### Margins for improvement:

The majority of the LDAC members still doubt about the influence of their advice and think that the European Commission hardly ever takes them into account in their



*“We are losing track of the decisions that have been taken by the LDAC once they are sent to the Commission. We would need a kind of traffic light approach to understand in what extent our advice did have an effect in the further end of the decision making chain”*

Fishing sector representative







legislative proposals beyond the formal replies in writing. Many also think that members can be much more influential by working out of the LDAC scope (either lobbying directly towards the EC services, towards the European Parliament or towards their own Member State). There is an urgent need to follow-up and monitor the way the LDAC's advice are being used after their release and their integration into legislative proposals. The value of consensus shall be giving priority compared to advice from individual organisations (regardless they are members of the LDAC or not).



*“Yes the LDAC is influential for the EU institutions: on sharks, tuna RFMOs, FAD, ocean governance... it is more a dynamic I am seeing based on my own observations, rather than a formal monitoring I have done. I don't know whether this influence came from the LDAC quality work itself or from third parties.”*

Fishing sector representative







## Criteria to measure impact and quality of LDAC advice and recommendations

There is not a clear mechanism established to identify the benchmark or indicative criteria against which to measure the quality and effectiveness of ACs advice. The EC civil servants interviewed were not able to answer this question referring in general words to the CFP basic regulation and the need for the advice to be aligned with the CFP principles.

However, in a specific interview to an EC official, three criteria were quoted regarding advice towards RFMOS which worth to be mentioned:

1. Is the advice aligned with the scientific recommendations?
2. Is the advice compatible with the Member States and EU Council's position?
3. Is the implementation of the advice feasible in practical terms?

For the latter, it is important to refer to the original purpose of the advisory councils to provide a “reality check” of EC regulatory initiatives based on stakeholders’ knowledge and practices to ensure effective compliance of the norms.

## Responsibility of the EC services

As far as the current system does not foresee any binding advisory role and therefore does not formally acknowledge legal weight to the AC's advice, there is a risk that the whole system remains flawed with no clear commitment from stakeholders unless there is a step up on the next CFP reform. The influence of the ACs in shaping the EU decision making process in the field of fisheries management, despite its gradual increase over the course of the last 10 years, still remains relatively limited.





Without expecting a radical change in the future CFP basic regulation, good practises are worth to be underlined. It clearly appears that for some issues, the EC services are recipient of the LDAC's advice but do not put any specific attention to the iterative consultation process that the LDAC is carrying out other. In general terms, the EC simply attend LDAC meetings as per invitation. In other cases, the EC civil servants or DG MARE units might be committed to work with the LDAC, sharing opinions or requesting specific advice through informal and bilateral technical preparatory meetings, for example in relation to UNGA processes and resolutions or certain RFMOs such as NAFO. The latter is clearly giving the best use of the Advisory Council as its members are in capacity to give inputs and compromising on direct and specific requests from the EC civil servant in the course of the legislative proposal.

**The current functioning and dynamic of submission of LDAC advice/answers from the EC is perceived as quite rigid (8 week period for answering with no questions or interim clarification); hierarchical (any answer has to go through the different ladder rungs of the DG MARE); and limiting a wider potential of cooperation between the EC and the LDAC.**

“The Commission consultation<sup>1</sup> process includes implicitly a process of cooperation between AC members. Consultation and cooperation are two different participation processes. A consultation is usually limited to collecting stakeholders' opinions without seeking agreement between them. In comparison, a cooperation process is more interactive and implies a back and forth exchange of ideas between participating stakeholders and the authorities initiating the cooperation process until an agreement is reached. In the case of the RACs, the EC asks members to cooperate until they reach an agreement between themselves, but does not engage itself to give any guaranty the agreement will be taken into account ”.

<sup>1</sup> Consultation: a troubled process needing improvement. Performance assessment of the South Western Waters Regional Advisory Council (SWW RAC). Pascale Baelde, June 2011.





## • Transparency

### Current situation:

Transparency of the functioning, consultation process and production of the advice by the LDAC does not appear to be an issue for both LDAC members and the EC services. Both consulted parties are generally very satisfied with the LDAC's functioning and in particular with the work of the Secretariat.

It is worthwhile to note that the LDAC joined to the EC Transparency Register in 2015 with reference number 905805219213-67.

The information contained here included an update on the financial contributions received as well as the members' composition and the core work priorities. The LDAC uses this reference number when submitting positions papers in relation to EU public surveys or consultations on EUROPA Website in accordance with the "Better Regulation" Agenda and Guidelines.

The LDAC has adjusted its internal data protocols to the new regulatory framework and replaced its pre-existing data protection policy with the provisions of the EU General Data Protection Regulation 2016/679 in terms of data storage and

handling and communications with its members, observers, services suppliers, contractors and third parties.

### Margins for improvement:

Systematic and up to date information on each member organization (e.g. list and composition of membership, ownership, flow charts) would benefit the LDAC's transparency as whole. Indeed it will allow to clearly and precisely know what interests each member is representing.

The Secretariat has initiated an exercise of compiling specific data sheets for each of members' organisations in order to process applications for new membership and update its census but has obtained little feedback or rate of response for the time being.

There seems to be an issue about the selection of working priorities. Whereas it is normal that the chairs and vice-chairs are responsible for drafting the agendas, members may propose other topics. Some wider consultation of the General Assembly could be considered as to reset LDAC's priorities in the LDAC Annual Work Programme. Besides, there are no strict deadlines being set for providing documents in advance to the meetings, which, in some cases, may hinder proper coordination and preparation of the members in advance of the meeting.



## Evolution and strategic approach for LDAC's input

The LDAC has been able to build a very serene and productive working atmosphere between its members during its 12 years of existence and there is a high degree of trust built amongst its members. Some well-established and respectful professional relationships have also been built with EC officials in charge of files affecting the LDAC over the years generating trust and confidence throughout the iterative deliberation and consultation process. As a result, some difficult issues which are currently being dealt at the LDAC, such as disciplining harmful fisheries subsidies or assessing impact of closures or VMEs, would have been very unlikely to be dealt with some years ago.

However a huge issue remains on the LDAC's capacity (not to say possibility) to address conflicting issues. It is **therefore crucial to better identify areas where there is common ground and interest to progress**, leaving other contentious areas aside.

There seem to be a general agreement on the following work priorities:

- **Contributing to improve the conservation and management** of the living marine resources (data collection, precautionary approach frameworks, harvest control rules, management strategy evaluations...).
- Fostering the **implementation of a level-playing field of EU** and International Fisheries Law provisions at international level (fight against IUU, labour aspects, safety at sea, social rights...), both amongst EU fleets; and between EU and Non EU fleets.
- **Strengthening the LDAC's role and profile in the development for cooperation policy** and local development in third countries.
- **Establishing partnerships with regional and international organisations** such as COMHAFAT, FAO, IOC, etc.
- **Promoting an Ecosystem Approach to Fisheries Management** through the protection and conservation of the marine environment (VMEs), while looking at other

marine users competing with fisheries and who may have more adverse impacts on the marine environment and the seafloor (e.g. deep-sea mining, oil and gas extraction).

**On the contrary**, issues where there is a high competition between national fleets for access to fishing grounds, quota allocations or conflicts in transparency and accountability within the fisheries value chain remain very difficult issues to be solved within the AC. Indeed each member organisation might have its own strategy to gain advantage on its competitor and they may not have freedom or mandate to comment on this as LDAC as meetings are public and transparent, with minutes duly recording the statements made by members and accessible to any interested party once formally adopted via the LDAC website.



*“The LDAC did not clearly defined the point where debates shall stop, between issues about assessment and management and issues about quota shares and access. It should focus on the assessment and management side. It is already a very big remit. [...] The LDAC is very good in organizing big events, in networking.”*

Fishing sector representative



# Main recommendations

## R1. Strategic planning

Reset LDAC's core priorities indicated in the work programme through an extensive consultation of the General Assembly members focusing on the four work priorities identified (i.e. management of resources; creating a level-playing field at international level; strengthening LDAC's role in the policy coherence for development; adopting an EBAFM; or promoting EU role in international fisheries governance).

### Explanation

After 12 years of existence, the LDAC has extended in many different horizons, grasping continuously additional topics. 9 priorities are being quoted in the annual work programme for Year 12 and each of the working groups cover a huge amount of topics.

### Tool and tasks

#### • Executive Committee to launch a general consultation exercise

Resetting LDAC's priorities, focusing on the work priorities where there is common ground, and addressing these priorities on a multiannual basis would certainly allow the LDAC to internally clarify its strategy, raise its profile and recognition from other bodies, and be more influential.



## R2. Foster informal and collaborative work to increase the preparatory work

Establish time-limited and targeted focus groups composed of 4-5 members with legitimate interest and genuine knowledge on one topic. Include also 1 appointed scientist or expert and inviting the EC services' focal point.

### Explanation

The high number of topics being dealt in each working group relies on a more intense preparatory work and ownership by key members and experts, building trust between the main players. Input from science and the European Commission would allow building proposals based on the scientific advice and aligned with the European Commission needs and priorities.

### Tool and tasks

#### • IT software to boost collective intelligence

Such proposal would go along with implementing more flexible ways of working, privileging electronic consultation whenever possible. In addition some IT software may be used as to facilitate the proposal and preparation of common positions (for example through a customised password-protected or restricted area for members in the LDAC website or through software products) and enabling for every LDAC members to track the status of a draft position or document, from the original proposal to the final stage.

#### • Secretariat to administrate the software and collect members' knowledge and data

The secretariat would be responsible to set deadlines for contribution. As active participation from members into this new device is uncertain, the secretariat would also need to spend more time to collect members' knowledge on the issue at stake while it has been acknowledged that sometimes advice do not benefit from full members' contribution because of time shortage and limited knowledge and/or availability.

#### • Executive Committee to monitor and check the progress of proposals

The Executive Committee would be the final authority or body responsible to track the progress of proposals.

Indeed the secretariat can be asked sometimes to be in front line for giving the go-ahead for a member's proposal. On the contrary the secretariat may have difficulty to go ahead with a proposal as it might compromise its neutrality and/or go beyond its allocated mandate, with the risk of some members rising complaints about it and lacking transparency. It shall therefore not be the secretariat's role to act as arbitrator of proposals but to the Executive Committee to assume this role to ensure impartiality and legitimacy of the process.



# Main recommendations

## R3. Follow-up of advice

Monitoring the impact of an advice should be done on a systematic basis in order to assess their influence and track the contributions in the legislative proposals discussed and/or adopted by the European Institutions (European Commission, MS-Council of the EU, and European Parliament).

### Explanation

As the LDAC advice is only one piece or layer in the EU consultation process for decision-making, it would be valuable to back-up advice through a small group presenting these advice to the various bodies and organs of the EU decision-making process.

### Tool and tasks

#### • Advice to be formalized

Advice should allow identifying main author and contributors, number of versions produced and date of adoption, as well as clearly stating minority or diverging positions (where relevant) for the sake of transparency.

#### • Secretariat to check inclusion of advice in the legislative process

It is key for improving the LDAC's efficiency to monitor more closely in what extent the advice are actually being included in EC Non Papers, consultation documents or draft proposals for regulations, EP reports, opinions and resolutions...

#### • Executive committee to support and strengthen LDAC's advice amongst EU institutions

The Executive Committee would nominate a delegation (or delegations depending on the issue) of members to meet with EU institutions to support and strengthen the advice through direct oral explanations to the EC services, MEP, European Social and Economic Council...

The strategic planning exercise (see R1) would facilitate institutional cooperation with other European institutions and bodies beyond the main recipients of the advice (European Commission and Member States) such as the European Fisheries Control Agency (EFCA), the Scientific Technical and Economic Committee for Fisheries (STECF), the International Council for the Exploration of the Sea (ICES), the European Economic and Social Committee (EESC), the European Parliament Fisheries Committee (EP PECH), etc.



### R4. Strengthening international cooperation

Develop a comprehensive LDAC network and establish solid partnerships and stable relationships in the international arena.

#### Explanation

The LDAC could further strengthen cooperation and seek partnerships in the international scene through the vast professional network of its members.

#### Tool and tasks

- **Executive committee to foster international relations**

Many proposals have already been considered by the LDAC such as organizing a series of global dialogues with third countries and international organizations both in the Atlantic and in the Indian Oceans. The LDAC has successfully organised in the past international conferences such as Las Palmas Conference on Cooperation between the EU and African Coastal States in the implementation of the External Dimension of the CFP. These high level conferences were unanimously appreciated and help by members and

participants and perceived useful to bridge gaps between administrations and stakeholders.

From the list of LDAC representation in external meetings provided by the Secretariat, it appears that the LDAC is participating in about 50 external meetings each year, being mainly represented by its Executive Secretary and, in less extent, by the GA/ExCom/WG Chair or Vice-Chairs. This huge workload and activity is somehow lacking visibility (even if being covered via social media accounts like Twitter or LinkedIn and eventually by press media). A suggestion for this to be optimized would be through the creation of a task force (it could be the same delegation as recommended in R3) that would focus on main important events to attend following needs that are identified from the strategic planning exercise (see R1).





# Proposal of New Structure for LDAC Bodies

## MULTI ANNUAL STRATEGIC PLAN

### WORKING GROUPS

Validating advice produced by focus groups, ensuring coordination

Developing strategies in the mid term and ensure their follow up

*Fisheries management*

*Cooperation*

*EU norms*

### EXECUTIVE COMMITTEE

Assessing working groups' delivery

*Horizontal issues*

*Cooperation Strategy*

*Tracking LDAC proposals and constant updates*

As a contribution to the forthcoming LDAC's general assembly, a flowchart of the LDAC reorganization is being proposed. It actually includes the various recommendations and suggestions listed previously.

The **General Assembly** would be responsible for drafting and agreeing a multi-annual strategic plan focusing on core work priorities.

The **Working Groups** would meet **only once a year leaving space and time for targeted focus groups**.

The **Executive Committee** would assess working groups' delivery and, if necessary, tasked them to deliver specific contribution.



The working groups would be reorganized thematically to catalyse synergies on similar issues:

- The “fisheries management” working group would include current WG1 on tunas RFMOs and WG2 on northern RFMOs
- The “cooperation” working group would include monitoring and contributing to SFPAs, local development and regional dialogs (including the organization of international conferences by the LDAC)

- The “EU norms” working group would focus on LDAC’s contribution to EU policy targeting the EU external fleet.

In terms of guaranteeing transparency and stimulating collective intelligence, an electronic application (i.e. see suggestions supra) would allow every member to suggest, track and contribute to a LDAC’s proposal. Such an IT tool may be of particular use for the focus groups.



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## Annex 1: terms of reference

### Concept Note for a LDAC Performance Review (2007-2018)

#### Introduction:

The proposal was put forward by a LDAC delegation in November 2017, in a coordination meeting between the European Commission and the different Advisory Councils (and MS). The rationale was to carry out a performance review for all Advisory Councils which were set up in the previous CFP and therefore have more than 10 years of existence, in a similar way to other international organizations. The coordinator of the European Commission said it was not planned in their strategy at this stage but invited the LDAC to “lead by example” and undertake its own evaluation with the aim to present it at next year’s meeting (October-November 2018).

Following this proposal, the LDAC Secretary, together with the Chair and Vicechair, develop a number of ideas that were presented at the LDAC General Assembly held in May 2018. The members requested to frame these ideas in the shape of direct questions to be answered.

#### Goals<sup>2</sup>

- Perform an external and objective assessment of the functioning of the internal bodies and constituencies of the LDAC such as the General Assembly, Executive Committee, Working Groups and others (ad hoc seminars of focus groups).
- Identify issues to improve (and change) and examples of good practices (what works well).
- Tackle or reply to the specific questions addressed in the appended document (ToR).
- Receive a list of specific recommendations by the appointed consultant/auditor.

#### Working Methodology/planning:

- Auditors to attend LDAC Working Groups in October/

November 2018 and the Executive Committee in November 2018, as well as other specific meetings (e.g. Inter AC meeting on impact of Brexit in the functioning of the ACs) .

- Structured interviews to LDAC Chair/s and Vicechair/s, Executive Secretary and LDAC members, European Commission representatives (DG MARE) that coordinate or participate in LDAC work, observers and Member States representatives.
- Any other methodology recommended by the selected expert/consultant/auditor.

#### Deadline for delivery of technical proposal and economic offer (incl. VAT):

**16th July 2018 12.00h CET.**

It is requested that all proposals include details of a similar audit work that have been carried out previously by the bidder, as well as a short CV for the person and/or team who would be entrusted with the assessment. Furthermore, the proposal must include a work plan broken down by activities/deliverables and with an estimation of the necessary time (in hours) for it.

All bids are to be presented in English or Spanish.

**Final delivery date for the full performance review:**  
10th December 2018.

**Project languages:** Spanish and English.

#### Documents of interest provided and useful references:

- Specific auditing objectives of the LDAC Secretariat (Terms of Reference)
- Statutes and Code of Conduct of LDAC
- LDAC web page: [www.ldac.eu](http://www.ldac.eu) (meetings, publications, media, legislation, etc.)
- DG MARE - Advisory Councils

*<sup>2</sup> Excluded from the performance review are aspects of administration and finance which are already annually audited.*



# Issues to raise for a LDAC performance review

Based on presentation made at the LDAC GA  
Paris, 10 May 2018

## 1. Internal functioning

### Organisation of the working groups

- Are all topics adequately covered by the existing working groups?
- Are meetings organised efficiently to encourage maximum participation?
- Are LDAC members contributing actively and providing evidence-based input (both orally at the meetings and in writing through consultation) to shape the content of advice and letters?
- Is the Commission participation sufficient and appropriate?

### Decision making process in the Working groups/ExCom/GA

- Are deliberations open to all members? And Observers?
- Is sufficient time provided for discussion, revision and completion of drafts?
- Are minority or diverging opinions duly reflected in the advice where requested?
- Do you think the fast track procedure is adequately used? Is it fair and transparent?
- What changes would you suggest in the way these organs function to improve their efficiency?
- What is your view of the working environment? Do you think members of the LDAC behave in a respectful and professional manner towards each other, the Secretariat and external visitors (e.g. representatives from the Commission, member states or scientists)?
- Do you think that decisions on changes of statutes and rules of procedure are taken in a way that reflects the needs of mixed stakeholder bodies?

## Production of advice + feedback from European Commission

- Do you consider the adopted advice / letters to be adequately representing the interests and diversity of views expressed by members?
- Do LDAC members have the possibility to provide complete minority opinions?
- Do you consider that the adopted advice / letters are underpinned by factual evidence, policy and/or science?
- Do you think the Commission responds properly to the LDAC advice or letters and addresses all questions in their official replies?
- Do you think the LDAC follows up adequately pending actions arising from these letters?
- What is your opinion on the level of cooperation, including EC attendance to meetings, achieved by the LDAC with the following EC Directorates? DG MARE / DG DEVCO / DG TRADE
- Does the Commission provide the LDAC with adequate time for response, e.g. regarding direct consultations and/or requests for advice?
- Does the Commission provide the LDAC with adequate information about upcoming requests for advice to be expected?
- Overall, do you perceive the LDAC advice has a high degree of influence and impact on EU Policy Making by the Commission and Member States)? And other bodies outside of their remit such as the European Parliament or the Economic and Social Committee?



## 2. Performance of the LDAC Chairs and Vice Chairs and the Secretariat

- How would you rate the fulfilment of duties and responsibilities by the following positions?
  - LDAC Chair
  - Vice Chairs
  - WG Chairs
  - Secretariat
- How would you evaluate their performance in terms of leadership and impartiality?
  - LDAC Chair
  - Vice Chairs
  - WG Chairs
  - Secretariat
- How actively does the leadership work to ensure a respectful and professional working environment by, for example, reacting against inappropriate behaviour if such occurs?
- How is the functioning of the LDAC Secretariat?
- How well is it fulfilling their duties and delivering regarding
  - the objectives assigned under the work programme
  - optimizing budgetary resources for its completion
  - sharing in a timely manner information of documents received and upcoming meetings
  - compliance with protocol and rules

## 3. Transparency

- Do you think documents published on the website are sufficient?
- Are they easily accessible for the public?
- Do you think there is a clear understanding and information on the membership composition?
- Would you suggest other actions/initiatives to be taken such as publication on international registers of organisations, external audits or general performance review reports?

## 4. Cooperation and working practices with regional and international entities

- Do you think it is positive that the LDAC is actively promoting the external dimension element of control in the Advisory Board of EFCA?
- Do you think the LDAC is duly present at relevant RFMOs, such as NAFO and ICCAT?
- Do you value the cooperation between LDAC and ATLAFCO-COMHAFAT?
- How balanced is the representation of the LDAC in external meetings in terms of participants?
- How balanced is the presentation of LDAC opinions by its representatives in external meetings in terms of content?
- How well do respective Member States consult the LDAC?
- How well do respective Member States provide information to the LDAC prior to the aforementioned consultations?
- How well does the LDAC cooperate with other ACs?

## 5. Gender balance (How adequately are women represented in?)

- The LDAC key positions (chair and vice chairs)
- The Secretariat?
- Do you have ideas or suggestions for improving gender balance?

## 6. Communications and PR

- How do you rate the reputation and professional image of the LDAC as organisation in terms of media and communications strategy to grassroots?
- How efficiently is the LDAC using social media and the website? Do you have any suggestions for improvement?
- How useful do you see the institutional presentations provided by LDAC Chairs or the Executive Secretary made at external meetings?



## Annex 2: interview guide for LDAC members

### Your participation in the LDAC

- What company/sector do you represent?
- Your motivations, reasons. What do you expect of your participation? Since when are you a member?
- Number of meetings per year
- Personal dedication in number of days or %
- Personal contribution possibility
- Return on investment...

### Running of working groups

- Drafting of agendas and items for discussion (relevance / your own priorities)
- Quality in the preparation of meetings: documents, previous discussions...
- Quality of contributions at the meeting
- Do you think that the different sectoral interests are well represented?

And the different sectoral interests? Verification / Legislation

- Would you like to have more information about the rest of LDAC members?
- Level of trust among LDAC members. Have you ever disseminated confidential information during an LDAC meeting?
- Do you think a dispute settlement procedure should be established?
- In your opinion, where do observers stand regarding the work carried out by the LDAC?
- Transparency of work carried out
- Secretariat work: in technical terms, regarding understanding, independence, transparency...
- Have you managed to observe any improvements in the running of the LDAC? And regarding the opinions submitted?

### Opinions submitted and relations with European organisations

- Drafting of opinions
- What is your point of view on the fast track procedure?
- Quality of opinions submitted (collaboration, relevance of arguments, etc.)
- Reception of opinions by the European Commission

- Effectiveness of opinions for the evolution of regulation drafts
- Do you think that the LDAC has other ways to exercise its influence?
- Do you think that the LDAC is independent from the EC?

### Cooperation

- What added value does the LDAC contribute in the framework of RFMOs / international relations?
- What role shall Member States play?

### Your participation in the LDAC

- Do you participate in all of the LDAC meetings?
- What motivates you to participate? Obligation, sectoral information, bilateral meetings, etc.

### Your opinion about the running of the LDAC

- Respect for diversity
- Participation of different interests
- Transparency of work
- Do you think that the LDAC is independent from the EC?
- How could the LDAC enhance the relevance and quality of its opinions?
- Do you believe that a closer relationship between the LDAC and the STECF, by means of a joint working group, for instance, would be a good option?
- How would you describe direct links between the LDAC and the rest of actors: European Parliament, RFMOs, Member States?

### Opinions submitted by the LDAC

- What do you do when you receive an opinion from the LDAC?
- Your expectations / views
- Quality of opinions / criteria: consensus, technical foundations, acceptable commitment
- Consideration of opinions / criteria
- Is the LDAC the only body issuing opinions in the fisheries sector? And among NGOs?
- What would change if the LDAC did not exist?

## Annex 3: meeting analysis matrix guide

### PREPARATION

Topic	
Aim	
Plan	
Logistics	
Documents	
Materials	
Introduction to the meeting	

### CHAIRING

1. Ensuring a common aim is achieved
2. Maintaining a good work environment
3. Arousing interest in participants and keeping it up
4. Promoting the participation of everyone
5. Managing contrasting views
6. Preventing and managing complicated situations

<b>Type of chairing</b> (directive / semi-directive / freestyle)	
<b>Facilitation</b> Facilitating interaction / giving the floor Reorienting discussions Summarising what has been said	
<b>Regulation</b> Development of work Encouragement Accepting proposals Moderating heated discussions Sticking to the agenda	



## Annex 4

### members and observers

### LDAC meetings

#### Members' and observers' attendance to LDAC meetings for the last two financial years (2016-2017 and 2017-2018)

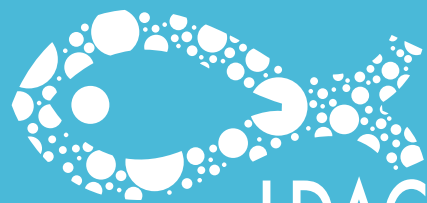
ORGANIZATION	CATEGORY	COUNTRY
Coalition for Fair Fisheries Arrangements (CFFA)	NGO	Belgium
EBCD	NGO	Belgium
The Danish Society for a Living Sea	NGO	Denmark
Seas At Risk	NGO	Belgium
WWF	NGO	EU
EJF	NGO	EU
German Fisheries Association (DFV)	Productive Sector	Germany
German Deep Sea Fisheries Association (DHV)	Productive Sector	Germany
Danish Pelagic Producer Organisation (DPPO)	Productive Sector	Denmark
P/R Ocean Tiger	Productive Sector	Denmark
ANABAC-OPTUC	Productive Sector	Spain
ANACEF	Productive Sector	Spain
ANAMAR	Productive Sector	Spain
ANAMER	Productive Sector	Spain
ANAPA	Productive Sector	Spain
ACEMIX	Productive Sector	Spain
AGARBA	Productive Sector	Spain
CEPESCA	Productive Sector	Spain
CEPESCA	Productive Sector	Spain
OPAGAC	Productive Sector	Spain
OPP - 07 - LUGO	Productive Sector	Spain
OR.PA.GU	Productive Sector	Spain
Estonian Long Distance Fishing Association (ELDFA)	Productive Sector	Estonia
CNPMEM	Productive Sector	France
ORTHONGEL	Productive Sector	France
Union des Armateurs à la Pêche de France (UAPF)	Productive Sector	France
Pelagic Freezer Trawler Association	Productive Sector	Holland
Killybegs Fishermen's Organisation (KFO)	Productive Sector	Ireland
Atlantic Fishery Company	Productive Sector	Lithuania
Lithuanian Fisheries Producers Association	Productive Sector	Lithuania
North Atlantic Producers Organisation (NAPO)	Productive Sector	Poland
ADAPI	Productive Sector	Portugal
AMAP	Productive Sector	Portugal
VIANAPESCA	Productive Sector	Portugal
National Federation of Fishermen's Organisations (NFFO)	Productive Sector	United Kingdom
Scottish Fishermen's Federation (SFF)	Productive Sector	United Kingdom
EUROTHON	Productive Sector	EU
ETF	Trade Union	EU
ANFACO	Processor	Spain
AIPCE-CEP	Processor	EU
CONXEMAR	Processor	EU
CIPS	Recreational fishing	France
FIAC	Processor	France
OCEANA	NGO	EU
SSNC	NGO	Sweden
SPFA	Productive Sector	United Kingdom
SWFPA	Productive Sector	United Kingdom
BFW	NGO	Germany
FPO	Productive Sector	United Kingdom
AGAC	Productive Sector	Spain



## FREQUENT OBSERVERS

Instituto Español Oceanografía	Scientific body	Spain
European Commission	European body	EU
European Parliament	European body	EU
FRUCOM	Productive Sector	EU
PEW	NGO	EU
EUROPECHE	Productive Sector	EU
Swedish Agency	European body	Sweden
Marine Stewardship Council	Certifying entity	EU
Portuguese Administration	Member State	Portugal
Polish Administration	Member State	Poland
JSC Arctic Fishing	Productive Sector	Lithuania
Pomorska Organizacja	Productive Sector	Poland
Latvian Administration	Member State	Latvia
Spanish Administration	Member State	Spain
European Crab	Productive Sector	EU
International Council for the Exploration of the Sea	Scientific body	EU
European Fisheries Control Agency	European body	EU
United Kingdom Administration	Member State	United Kingdom
Lithuanian Administration	Member State	Lithuania
FITI	International body	EU
AZTI	Scientific body	Spain
RARE	NGO	EU
BLOOM	NGO	France
International Pole & Line Foundation	Productive Sector	EU

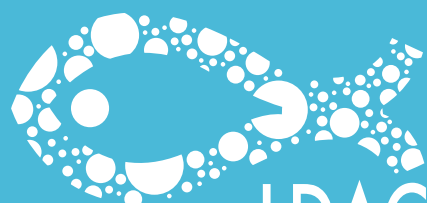




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