



# **LDAC Strategic Report No 2**

Performance Review 2017-2019

International Cooperation Practices;  
Communication Outreach and Strategy;  
Gender Issues



## PREFACE PERFORMANCE REVIEW II

On behalf of the LDAC, I am honoured to present the results of the work of the second part of the LDAC performance review, aimed to assess how our organisation work is perceived by the EU and international organisations in the field of international ocean governance. It also included an analysis of the LDAC Communications Policy with a practical approach to the implementation of its Public Relations Strategy. Last, there is a chapter dedicated recommendations on how to improve gender equity and equality in shaping the External Dimension of the EU Common Fisheries Policy.

This has been a challenging but rewarding task, involving collaborators and colleagues from RFMOs such as NAFO and ICCAT; the UN Food and Agriculture Organisation (FAO); the Ministerial Conference on Fisheries Cooperation among African States bordering the Atlantic Ocean (ATLAFCO-COMHAFAT); and European institutions and agencies such as the European Parliament Fisheries Committee or the European Fisheries Control Agency (EFCA), amongst others.

We are extremely satisfied with the result, as this is the first performance review completed by an Advisory Council in Europe and it has counted with the active participation,

time and efforts from many LDAC members and its Secretariat, as well as policy makers, managers, scientists, journalists, RFMO secretaries, external consultants and citizens. All of them have worked directly or indirectly with our organisation thorough the years analysed and they are the best placed to identify strengths and areas to improve in our future work in the years to come.

The present study concludes a comprehensive review initiated in the second half of 2018, which was focused in its first part on the internal functioning of LDAC governing bodies (General Assembly and Executive Committee), the decision-making process starting on Working and Focus Groups; and quality considerations linked to production of advice.

For the sake of transparency, we have also shown in the Annex I the working methodology, contextual background, SWOT analysis and specific questions identified to be addressed at the questionnaire. I am confident to affirm, having participated at each of the areas that comprise this review, that the external consultant (BG Sea Consulting) has been up to our expectations and achieved to formulate specific recommendations and reflections that will be certainly taken into account by the LDAC members in order to improve its impact across European Policies.

I have the belief that this performance evaluation will help the LDAC to improve their procedures and be more strategic in issuing its advice to assist European Commission and international organisations to achieve an effective fisheries governance in the high seas. From the LDAC team, we hope you find this reading interesting!

Yours sincerely,  
*Iván López van der Veen*  
**LDAC Chair**

# INTERNATIONAL COOPERATION PRACTICES, COMMUNICATION OUTREACH AND STRATEGY, GENDER ISSUE

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# 1. BACKGROUND, METHODOLOGY AND INFORMATION SOURCES

The Long Distance Fleet Advisory Council (LDAC) is an EU fisheries stakeholder body co-funded by the European Commission and recognized by the Common Fisheries Policy (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.

The current review has been undertaken following on from the first phase of the Performance Review (Guerin B., 2019) focusing on the internal functioning of the LDAC.

*It focuses on the three issues that have been decided to be left out in the first phase:*

- *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 or remote interviews;
2. Analysis of existing documentation and legislation; and
3. Observance and attendance to NAFO and ICCAT plenary meetings.

A kick-off meeting was held with the LDAC Executive Secretary (24th of October 2019) to further clarify specific requests and most importantly key topics for the LDAC. Timelines

for the deliverables and working methodology has been confirmed.

Qualitative semi-structured interviews with LDAC members (see interview guidance in Annex 3) have been carried from October to December 2019. They allow to get an overview of the organization (its functioning and work priorities), to better understand which entities are directly contributing to its work program and activities, and finally to specify the role of stakeholders. The interview guidance document has been adapted for each interviewee.

The interviews have been processed through a thematic analysis, spreading the various comments and opinions throughout the various items of interest (governance, participation, internal functioning, EU position, relationships with other institutions, stakeholders, LDAC).

Participation to the last 2 days of last NAFO and ICCAT plenary meetings (24-25th of September 2019, 24th and 25th of November 2019) enables to get an insight of the internal functioning and dynamic of these RFMOs, the role of the EU, and the specific role of the LDAC.

Analysis of available documentation includes the reading of a selection of various LDAC's advices and European Commission replies selected dealing with international cooperation and contribution to RFMOs.



## 2. INTERNATIONAL COOPERATION PRACTICES

### 2.1. CONTEXTUAL ANALYSIS

On the one hand, the *LDAC is working in a very dense international fisheries law framework with instruments derived from UNCLOS and originating from various international organisations with competencies in fields related to international ocean and fisheries governance such as the FAO, International Maritime Organisation (IMO), the International Labour Organisation (ILO), or the World Trade Organisation (WTO) or several Regional*

*Fisheries Management Organisations (RFMOs) and Regional Seas Conventions (RSCs)*, where many developments have occurred in the recent years.

Without sake of completeness one could quote as non-exhaustive examples of work where the LDAC has contributed and provides regular contributions: the FAO Port State Measures Agreement; the United Nations draft recommendation to elaborate an international

<sup>1</sup>FAO PSMA (in force since 2016): <http://www.fao.org/port-state-measures/en/>

<sup>2</sup>Intergovernmental conference on marine biodiversity of areas beyond national jurisdiction - <https://www.un.org/bbnj/>

<sup>3</sup>ILO work in fishing convention C188 (in force since 2017)

[https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS\\_596898/lang--en/index.htm](https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_596898/lang--en/index.htm)

<sup>4</sup>Cape Town Agreement on safety of fishing vessels adopted in South Africa

<http://www.imo.org/en/MediaCentre/PressBriefings/Pages/44-SFV-conf-ends.aspx#.XjCyhCOIAcg>

## GLOBAL LEVEL

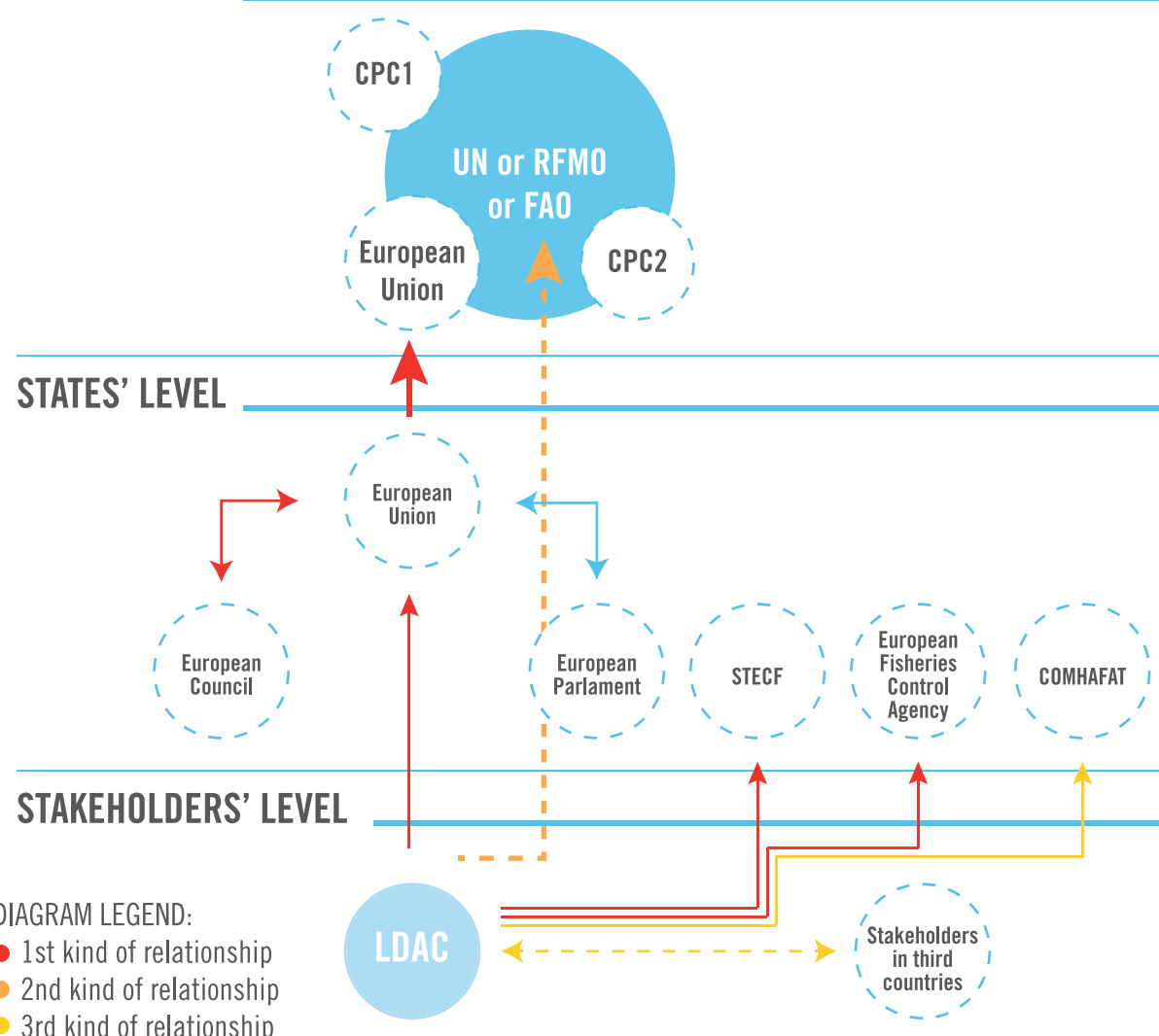


Figure 1. Diagram representing the main relationships between the LDAC (Long Distance Advisory Council) and its partners. CPC: Contracting Party; ATLAFCO-COMHAFAT: Ministerial Conference on fisheries cooperating among African states bordering the Atlantic Ocean; STECF: Scientific Technical and Economic Committee on Fisheries

instrument on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction; the ongoing international process to ratify the International Labour Organization's Work in Fishing Convention C188 ; or the 2012 Cape Town Agreement adopted by the International Maritime Organization (IMO) outlining fishing vessels standards to protect

the safety of crews and observers replacing the Torremolinos Protocol of 1993 ; but also the World Trade Organization negotiations on harmful fisheries subsidies.

All these instruments and conventions are eventually defining the new global legislative framework for fishing operations.

The LDAC is an advisory council for the European Commission and in this respect is fully committed to contribute providing stakeholders' knowledge and evidence to shaping the content and improving implementation of EU norms and regulations including among others the EU Regulation on Sustainable Management of External Fishing Fleet (SMEFF), the Control Regulation, the IUU regulation and the conclusion of Sustainable Fisheries Partnership Agreements. However, the LDAC is also directly concerned by the above-mentioned overarching legislative processes the outputs and recommendations taken on a yearly basis by the various Regional Fisheries Management Organizations (RFMOs) where the European long distant fleet operates: NAFO, NEAFC, IOTC, ICCAT and CECAF. Such RFMOs or regional arrangements are trying to align their recommendations with the international instruments and evolving from a year to year fisheries management to harvest strategies defining frameworks for making management decisions on a longer-term basis.

*The previous diagram represents the situation / role of the LDAC within the institutional setup,*

*from the stakeholders' level to the global level going through the states level where the European Union has been encompassed (though being an association of states with exclusive competences).*

The purpose of such diagram is to simplify and display the different kind of relations linking the LDAC with other international organizations.

*The first kind of relationship (red arrows) represents the usual collaboration channel with the EU DG MARE and some other EU bodies (EFCA and STECF).*

*The second kind of relationship (orange arrows) represents the very recent collaboration with FAO. It is being represented in dotted line because it has not been formalized.*

*The third relationship (yellow arrows) represent the collaboration with ATLAFCO-COMHAFAT (a Memorandum of Understanding (MoU) between the two*

<sup>5</sup>WTO members prepare to intensify negotiations on harmful fisheries subsidies to reach an agreement in 2020 [https://www.wto.org/english/news\\_e/news19\\_e/fish\\_06dec19\\_e.htm](https://www.wto.org/english/news_e/news19_e/fish_06dec19_e.htm)

<sup>6</sup>Regulation (EU) 2017/2403 of the European Parliament and of the Council of 12 December 2017 on the sustainable management of external fishing fleets, and repealing Council Regulation (EC) No 1006/2008

<sup>7</sup>Council Regulation (EC) No 1224/2009 of 20 November 2009 establishing a Community control system for ensuring compliance with the rules of the common fisheries policy

<sup>8</sup>Council Regulation (EC) No 1005/2008 of 29 September 2008 establishing a Community system to prevent, deter and eliminate illegal, unreported and unregulated fishing





*parties has been signed in 2013) and possible future relationships with stakeholders from third countries though no formal communication has been established yet.*

The two-way arrow between the European Commission and the European Council is coloured in red because the Member States are formally giving a mandate to the European Commission to represent the European Union in the matters pertaining to fisheries in the international fora or regarding Sustainable Fisheries Partnership Agreements (SFPAs).

However the two-way arrow between the European Commission and the European Parliament is coloured in blue because the European Parliament has limited competences in matters pertaining to the external dimension of the CFP.

*Regarding SFPAs, the European Parliament role is to give its consent while “the Council decides on concluding an agreement (which sets up the legal framework) and its protocol (which contains the concrete details of the fishing opportunities for EU vessels and the financial contribution to be paid by the EU)” (POPESCU, 2015).*

*“I always try to attend to and participate at those relevant LDAC meetings for my department. At the end, the LDAC advice is read closely as it usually aligns with the final guiding lines that the Commission uses for its proposals on NAFO stocks”.*

*Civil servant, national administration*

*Institutional collaboration allows the European Parliament to be informed of the developments but it has asked for enhanced role in this procedure. Indeed “The Lisbon Treaty also stipulates that EU fisheries agreements with third countries or international organisations are concluded by the Council, after obtaining the consent of the Parliament (Article 218 TFEU)” (POPESCU, 2019).*

*Regarding RFMOs, the EU is represented by the European Commission which receives its mandate from the Council. The European Parliament does not participate at this step but has to agree (or reject) the transposition*

<sup>9</sup>See paragraph 45 of European Parliament resolution of 12 April 2016 on common rules in respect of application of the external dimension of the CFP, including fisheries agreements. (2015/2091(INI)) [http://www.europarl.europa.eu/oeil/popups/ficheprocedure.do?lang=en&reference=2015/2091\(INI\)](http://www.europarl.europa.eu/oeil/popups/ficheprocedure.do?lang=en&reference=2015/2091(INI))



*“Regarding ICCAT, in the last years, the LDAC advice was well-balanced but nothing new was proposed. This year it really came too late but at the end there were no new elements either.”*

*Civil servant, national administration*

*of the RFMOs recommendations in the EU regulation (through the so-called non-legislative amendment procedure). By accepting the transposition, the European Parliament may however propose a resolution to stress certain aspects of importance for the next round of negotiation of the RFMO.*

## 2.2. ASSESSMENT OF CURRENT PRACTICES

### With the European Member States

The conclusion here below has to be taken with caution as the quality of interviews very much varies from one Member State to the other with direct interviews held with both Spanish and French civil servants, and feedbacks from Poland and Portugal through written questionnaire only (See Annex 3).

The first conclusion is that the *LDAC is having unbalanced working relationships with the European Member States as the latter have different levels of (direct/indirect) implication and interest*. This is quite obvious by looking at the weight of each national fleet in the figures shown in the STECF Annual Economic Report of the Fishing Fleet.

On one side, it appears that smooth communication and regular information is flowing between the Spanish administration and the LDAC secretariat and national members. Spain is in fact the first biggest donor amongst MS and the second biggest funder of the LDAC after the European Commission and has been key to ensure its creation by supporting its establishment in the legal and political arena at the moment where the Advisory Councils were set up in accordance with EU law at the 2003 CFP. Such support seems logical while taking into account the importance of the Distant Water / Long Distance Fleet for Spain (78% of the total EU fleet of 255 active vessels followed by France with 8.6% and Portugal with 7.1%).

On the other side, the other interviewed member states (Portugal, France, Poland) consider,

<sup>10</sup>STECF, 2019. Annual Economic Report, specific chapters on the Long Distance Fleet – subsection Distant Water Fleet. Link: <https://ec.europa.eu/jrc/en/publication/scientific-technical-and-economic-committee-fisheries-stecf-2019-annual-economic-report-eu-fishing>

<sup>11</sup>Idem as 10. Information extracted from Chapter 4, Table 3-35

<sup>12</sup>See for example Council decision on denouncing the agreement with Comoros: Council Decision 2018/757 of 14 May 2018 (OJ L 128/13, 24.5.2018) <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32018D0757>



***“First the ACs need to have a good contact with the fishing sector and then, when there is something important, they have to anticipate their demands and try to reach a consensus. They have to bring together the sector as industry. Actually, for each regulation, there are 2 to 3 key questions, not more. For practical reasons, one should focus on these questions and express his views on it.”***

*Member of the European Parliament*

either (for Portugal and Poland) that they are interested and consider very useful the LDAC input even if they do not maintain a proactive or direct exchange, dialogue or commitment to follow its work; or they hardly know the LDAC and its work (it is the case for France). The main

reasons given are the lack of human resources and the low priority given in relation to other bodies / policy areas.

In preparation of the EU coordination, national administrations are consulting their stakeholders' through similar procedures. NGOs are not part of this procedure (with the exception of Spain for the preparation of ICCAT) but Member States insist on the need to balance the industry requests with wider environmental concerns. Scientific institutes are consulted on a systematic basis and scientific advice is considered as the basis of the Member States' positions. ***At EU level, a smooth and permanent communication is being held between the national administrations through the Council fisheries' working group. While positions are on the same line for NAFO, they very much differ for ICCAT with Member States usually opposing the European Commission position.***

#### **With the European Parliament**

The LDAC has had past very positive and useful collaboration with the European Parliament and members of its Fisheries Committee (EP-PECH) on policy areas such as the ***external dimension of the Common Fisheries Policy, or the SMEFF regulation*** for example. Some members of the European Parliament's PECH secretary and

MEP assistants may participate occasionally to the LDAC meetings and are very interested in following the debate and grasping the various stakeholders' positions. A formal relationship was established in previous constituencies of the EP-PECH with the appointment of liaison MEPs for each of the ACs but this disappeared in the last 5 years term of mandate (2015-2019). To date, none formal relationship has been established but this situation may change following a recent request by the LDAC Secretary at an EP side event on the functioning of the ACs held in December 2019 and took by the Vice Chair Van Dalen to the Coordinators' meeting, which resulted with the recent proposal of appointment, to be decided at the PECH Committee in February/March 2020, of Members of the European Parliament's coordinators for each of the several EU advisory councils.

Even if the European Parliament has no other option but to consent or reject a proposed agreement with a third country, it is actually an important task of its Fisheries Committee. Indeed, in the last 2014-2019 Parliamentary term, the “parliament has also played an important role in the different aspects of the CFP's external dimension, with legislative

dossiers related to such topics representing more than half of the number of fisheries procedures in the course of the eighth parliamentary term. Most of these concern to the conclusion of bilateral fisheries agreements with third countries and/or their associated protocols, allowing EU fishing vessels to operate in the waters of partner countries, for which the Parliament's consent is necessary” (POPESCU, 2019). For examples, the EP has been fundamental to block or authorize the renewal, or withdrawal of several SFPAs, being a landmark case the non-acceptance of resuming of negotiations of Guinea Equatorial for human rights reasons, the refusal of the new negotiated protocol which had put pressure on the negotiation for a new SFPAs, or the recent case of the formal withdrawal of SFPAs with Comoros due to red card on IUU (however suspension had occurred pursuant to the IUU regulation, not because of the EP). However, it is the Council who has the formal competence to denounce the agreement.

***Stress was put on the need for the LDAC (as others) to be more proactive and take into account the very constrained PECH committee agenda. Presentation of the LDAC position through small delegation is very much welcome.***

<sup>13</sup>LDAC advice on EU Commission proposal for sustainable management of the external fishing fleet Fishing Authorization Regulation (FAR) – Reference : R-04-16

<sup>14</sup>LDAC opinion. Improving implementation of the EU regulation to fight against illegal, unreported and unregulated (IUU) fishing – Reference : R-08-16

<sup>15</sup>Transparency and accountability of the SFPAs sectoral support – Letter, November 2016 the 4<sup>th</sup>

<sup>16</sup>LDAC advice on the role of fishing agents hired by the EU fleets targeting straddling stocks and highly migratory species within the framework of SFPAs – Reference : R-07-17





Surface longliner fishing in Atlantic and Indian Oceans.

*Such small delegations would have to respect a balance of the interests represented in LDAC.*

Actually, LDAC advices tend to be technical whereas the European Parliament is expecting a more political approach from the AC with proposed choices on the main critical points of a draft regulation. This is an indirect recognition that the ACs are acting consistently with their main advisory role, advising the European Commission in its technical role of proponent of regulations. This may also be that the conflicting issues remain hard to deal through an approach based on consensus throughout the various stakeholders.

#### With the European Commission

Being the core mission of the LDAC, the relationship with the European Commission services has already been investigated in the

first phase of the performance review (GUERIN B., 2019) looking at the internal functioning of the LDAC. However, more nuanced considerations are worth being presented as illustrating the diversity of situations.

As for the *EU norms and regulations, the LDAC has put forward detailed and conscientiously worked out advices as on the SMEFF regulation, or the IUU regulation*. The EC is then answering in detail to the questions or proposals but is more informing the LDAC of its position and rationale of its proposal rather than taking on board the suggested changes or adaptations proposed by the LDAC and including it in future regulation amendments or reviews or future policy regulations.

As for the *RFMOs, a huge difference is being noticed between the LDAC's advice for NAFO*

<sup>17</sup>Seminar on labour and social dimension for sustainable fisheries organized on May the 23<sup>rd</sup> in Sopot (Poland)

<sup>18</sup>LDAC advice. Promoting effective respect of human rights, environmental and labour standards, and good governance in third countries fishing and processing through trade agreements such as GSP+. The case of Philippines – Reference : R-03-16



*“The added value of the LDAC is to get a common position. There is a stronger impact in such case. This is a clear signal. Sometimes the arguments that are given are also useful, as for example on practical considerations.”*

EC civil servant

and the one for ICCAT, the two where they provide written input on a yearly basis.

As for NAFO, the LDAC is able to discuss in depth the scientific advice and reach consensus on detailed recommendations amongst its membership. There is an over whole consensus throughout the industry, and the NGOs seem satisfied with NAFO's deliverables and advice shaping process. The EC is in large extent taking on board the LDAC proposal and even the final output of the NAFO negotiation seems to be quite close from LDAC members' expectation.



*“The LDAC is a very valuable channel of information for the European Commission, it allows to know always where the interests and concerns of the sector are. The LDAC is very well structured, discussions are frank on many agenda: global records, social agenda, BBNJ, deep-sea mining ...”*

EC civil servant

As for ICCAT, however, major internal discrepancies and difference of opinions are occurring within the LDAC which creates tensions due to clashing economic, environmental and political interests.

The competition among the industry is actually hard in terms of allocation of quotas for their economic viability and the environmentalist NGOs raise concerns about level of exploitation for tropical tunas, FAD's or sharks' management measures or lack of enforcement, monitoring and control. The EU position is much less influential than in NAFO and the alliances between Contracting Parties given the higher number of CPCs at stake (53 in ICCAT vs 12 in NAFO) and the variable geometry in terms of political negotiations. Regarding IOTC, the LDAC is quite absent (except for some recent opinion on minimum terms and conditions for access to fishing in waters of IOTC CPCs) and the main weight is left to the European (Spanish and French) tuna purse seine and surface longline operators. Even more for other RFMOs such as



IATTC, WCPFC, SPRFMO, NEAFC or CECAF where the LDAC is being informed but not consulted by the European Commission. In the current study, focus is therefore made on NAFO and ICCAT as requested in the terms of references.

Interestingly enough, during the last NAFO plenary session the LDAC was in capacity to speak with one voice with the European Commission during the informal coordination meeting held during the plenary. On the contrary, it was not the case at all during ICCAT plenary with many informal discussions, and LDAC's members expressing their differences while intervening as observers in the plenary debate. This is also a stake for the European Commission itself which could ask more clearly and maybe publicly the LDAC to come to a unified opinion (even if the LDAC's members cannot be formally bound by an advice).

As for the *Sustainable Fisheries Partnership Agreements (SFPAs)*, some advices have been

<sup>19</sup>LDAC advice. Contribution to EU consultation on review of Fisheries Control Systems. Increased Role of the European Fisheries Control Agency (EFCA) in the Implementation of the International Dimension of the CFP. Ref. R-05-17/WG5

<sup>20</sup>European Economic and Social Committee on the fisheries control:

[https://www.eesc.europa.eu/en/our-work/opinions-information-reports/opinions?search=752&field\\_related\\_sections\\_target\\_id\\_entityreference\\_filter=12918&status=All&opinion\\_type=All&rapporteur=&plenary\\_session=&opinion\\_number=&year%5Bvalue%5D%5Byear%5D=&related\\_event=All&related\\_observatory=All&body\\_references\\_file\\_name=All&body\\_references\\_number=](https://www.eesc.europa.eu/en/our-work/opinions-information-reports/opinions?search=752&field_related_sections_target_id_entityreference_filter=12918&status=All&opinion_type=All&rapporteur=&plenary_session=&opinion_number=&year%5Bvalue%5D%5Byear%5D=&related_event=All&related_observatory=All&body_references_file_name=All&body_references_number=)

<sup>21</sup>Examples of specific mentions in the European Parliament are:

Report of the Committee on Fisheries on the external dimension of the Common Fisheries Policy (2011/2318(INI)) <http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//NONSGML+REPORT+A7-2012-0290+0+DOC+PDF+V0//EN>

External dimension of the CFP, including fisheries agreements European Parliament resolution of 12 April 2016 on common rules in respect of application of the external dimension of the CFP, including fisheries agreements (2015/2091(INI)) [http://www.europarl.europa.eu/doceo/document/TA-8-2016-0110\\_EN.pdf](http://www.europarl.europa.eu/doceo/document/TA-8-2016-0110_EN.pdf)



***“I always have had very good relationship with the LDAC. They are supported by the EU and Spain and they can play a very important role.”***

RFMO secretary

***delivered by the LDAC (general principles on the need for transparency and accountability of the sectoral support, and the role of fishing agents).*** The SFPAs are being renewed every 5 to 6 years and the LDAC has missed every opportunity to express its concerns due to its wide reach and the lack of prioritisation or focus in targeted countries by years.

***Motivation from the LDAC's members to engage in the discussion around SFPAs seems to be leaning more towards the use of the sectoral support rather than on the***



***“The LDAC is like a sounding board with a very wide spectrum. (..) The LDAC is modern and has many initiatives. They look far ahead and affront important issue. “***

FAO civil servant

***conditions of access of the EU fleet with third countries' EEZ.*** Regarding specific examples, a specific project has been put forward within the LDAC on the use of the sectoral support where the European industry would agree to sell part of its “faux poisson” (non-marketable tuna) to the local women processors but concrete local conditions and institutional/commercial constraints in the Port of Abidjan seem to hamper this possibility to date.

As for the EU international policies or initiatives to the *International Ocean Governance*, the LDAC has made a number of detailed and well-argued recommendations. The LDAC is



***“The LDAC works very well, with quality and vision. (..) The support from the LDAC has always been very positive, they have always supported the development of the agency internationally.”***

EFCA executive director

committed to contribute to securing labour and social rights internationally while the EU external fishing fleet is in competition with fleets from countries that do not always respect and comply with international standards. ***The LDAC also raised various concerns on the EU market rules in order to defend human rights, promote sustainable development and a level playing field at international level for the various operators.*** Regarding the EU International Ocean Governance agenda and specific contribution to various international legal instruments (BBNJ, see note 3 page 3 or UN annual resolution on sustainable fishing), the LDAC is having direct and constructive input of high quality technical and legal expertise via small delegations with adequate representation and balance of industry/NGOs coordinated by the Secretary.

***This informal feedback of highly technical nature has been very much appreciated***

<sup>22</sup>2<sup>nd</sup> informal Coordination Meeting FAO – LDAC, Rome, 19 September 2019

and valued by the EC unit on international governance, acknowledging also their influence when shaping or drafting their proposals to be defended at the negotiations. Interestingly, this contribution is made out of the usual preparation and writing of advices in a more informal and ad hoc consultation procedure but through a formal delegation of the LDAC supervised and authorized by the Bureau (Chair and Vice Chairs of the LDAC GA/ExCom), being the Secretary the arbitrator and guarantor of coordinating the views and ensuring an impartial process is observed.

### With the Scientific Technical and Economic Committee on Fisheries (STECF)

The relationship between the LDAC and the STECF is built through the LDAC's Executive Secretary's proactive involvement as designated expert and rapporteur of the Distant Water Fleet regional chapters (namely NAFO, ICCAT, IOTC, NEAFC and CECAF) in the STECF expert group delivering the Annual Economic Report of the EU fishing fleet. His proactive contribution and role as coordinator gathering stakeholders' information and expertise on fishing patterns and trends has enabled to identify and characterize this fleet under a separate categorisation and his participation is facilitating information flow between the LDAC's members from the concerned catching sub-sector and the STECF expert group. *This collaboration appears to be instrumental in better defining the CFP external fleets' importance and issues and ad hoc regulation. Indeed such in depth analysis enable managers*



*“The Memorandum of Understanding between COMHAFAT and the LDAC was also a mean to better work with the European Commission. The European Union is a major fishing power which we are interested to work with in the long term as, like us, they promote a fair and sustainable approach to fisheries management”.*

COMHAFAT general secretary

*and policy-makers to get clearer information about the potential economic impacts of any management measures taken, even at EU level (through EU regulation) or by transposition of a recommendation taken within a RFMO.*

### With the European Fisheries and Control Agency (EFCA)

The relationship between the LDAC and EFCA is very much appreciated by both parts and has proven to be very successful in terms of collaborative work in better implementation of the relevant control provisions applicable to distant water fleets fishing outside EU waters.

EFCA considers the LDAC is providing useful first-hand information on the fleet operations and has supported the work of the agency since



Annual coordination meeting between ATLAFCO and LDAC. Rabat, February 2020.



*“We will try to establish closer dialogue with the representative fisheries organizations in the Indian Ocean and the LDAC would be valuable to help us to mobilize the right targeted representatives.*

EC civil servant

its very beginning. Recent involvement of EFCA in the Gulf of Guinea (through EU funded PESCAO project) may be considered in this respect as partly inspired by the LDAC's advocacy to fight against IUU fishing internationally.

*The LDAC has also promoted an increased role and visibility of EFCA in the International Dimension of the CFP, asking in a recent advice on the review of the EU Fisheries Control Systems to amend its Founding Regulation accordingly, with*

*an increase of dedicated financial and human resources .*

### With the European Economic and Social Committee and the European Parliament

It can be noticed that the LDAC has also contributed in the past to this committee with a special reference to its opinion on the fisheries control.

Also the European Parliament had taken into account the LDAC opinions and outcomes of

<sup>23</sup>Memorandum of Understanding between ministerial conference on fisheries cooperation among African states bordering the Atlantic Ocean (ATLAFCO) and Long Distance Advisory Council (LDAC).

<sup>24</sup>Improving EU actions for International Fisheries Governance in the Atlantic and Indian Oceans. LDAC letter to Commissioner Vella on May 2018 the 16<sup>th</sup>.

the LDAC meetings and International Seminars for example on the External Dimension of the Common Fisheries Policy.

#### With the RFMOs

*No direct relationship is established between the LDAC and RFMOs (ICCAT and NAFO). However, there are interpersonal relationships and the LDAC is clearly identified as a player and actor by the RFMOs' secretariats and some important CPCs and other interest groups/registered observers.* It is genuinely considered that the formal channels of participation go from the LDAC to the EC, and from the EC to the RFMOs.

Notice should however have been made that various LDAC's members are deeply involved in the intersessional work of the RFMOs (on behalf of the EU as the approved CPC) but this is not often shared nor has a direct transmission or feedback into the LDAC work. One example would be the case for the purse-seine and longline fishing organisations being members of the LDAC which participate on a regular basis to the ICCAT and IOTC inter-sessional work and meetings of its scientific committees, being biologists and bringing appointed representatives by their own Member State. But they do not report or send any information back to the LDAC which is then losing accurate and up to date information on the work and proposals carried out within a specific RFMO.

#### With FAO

A quite recent relationship has been built

between the FAO and the LDAC since May 2018, when the LDAC held its General Assembly in Rome and had a first coordination meeting between both organisations. A follow up meeting took place on September 2019 and various areas of collaboration are being envisaged, namely *decent labour conditions and safety at sea, blue and green economy, sustainable small-scale fisheries in non-EU countries, or catch documentation schemes and fight against IUU fishing.*

The FAO officials who have been interviewed have laudatory statements of the LDAC's work underlining in particular: the LDAC's open-door principle guaranteeing wide stakeholders' representation, the proactive attitude of the LDAC to foresee forthcoming regulatory challenges, the broad spectrum of analysis.

#### With Third countries' governments

No formal lines exist between the LDAC and third countries' states authorities. However, focus has been made on the *long standing collaboration between the LDAC and the African Intergovernmental Organisation ATLAFCO-COMHAFAT (Ministerial Conference on fisheries cooperating among African states bordering the Atlantic ocean) whose main objective is "to promote and strengthen the regional cooperation on fisheries development and to coordinate and to harmonize efforts and capacities of stakeholders for the conservation and sustainable use of fisheries*

*resources".* Annual coordination meetings are being held and, aside from general exchanges, the stress is being put on the fight against IUU fishing and maritime safety at sea with specific studies issued by COMHAFAT and supported by the LDAC to implement regional observer programme at sea and regional port control scheme (F&S, 2016 and 2018).

Another example is the joint proposal from LDAC and COMHAFAT to assess and compare the various SFPAs through the COMHAFAT region where the EC services has answered that the LDAC should start with commissioning this study. Whereas it was expected that the collaboration between LDAC and COMHAFAT would have narrowed the links between the COMHAFAT and the EU, the situation has not progressed and as a consequence the LDAC – COMHAFAT collaboration is in a kind of stand-by

situation due to reasons beyond their willingness to cooperate.

#### With Third countries' stakeholders

No formal relationship has been established to date. However almost all LDAC's members have regular collaboration with third countries stakeholders both from the fishing industry and from the NGOs.

In numerous cases the LDAC's members are even directly present in third countries through various forms of direct or indirect participation: investments, affiliates, offices. *Whereas LDAC has questioned the EU action regarding governance in the Atlantic and Indian Oceans, the EC would like the LDAC to identify and mobilize stakeholders from the third countries where the EU has fishing interests.*



SUMMARY AND GENERAL OBSERVATION ON THE LDAC PRACTICES IN TERMS OF COOPERATION

The tables below represent an overview of the quality of the LDAC’s partnerships.

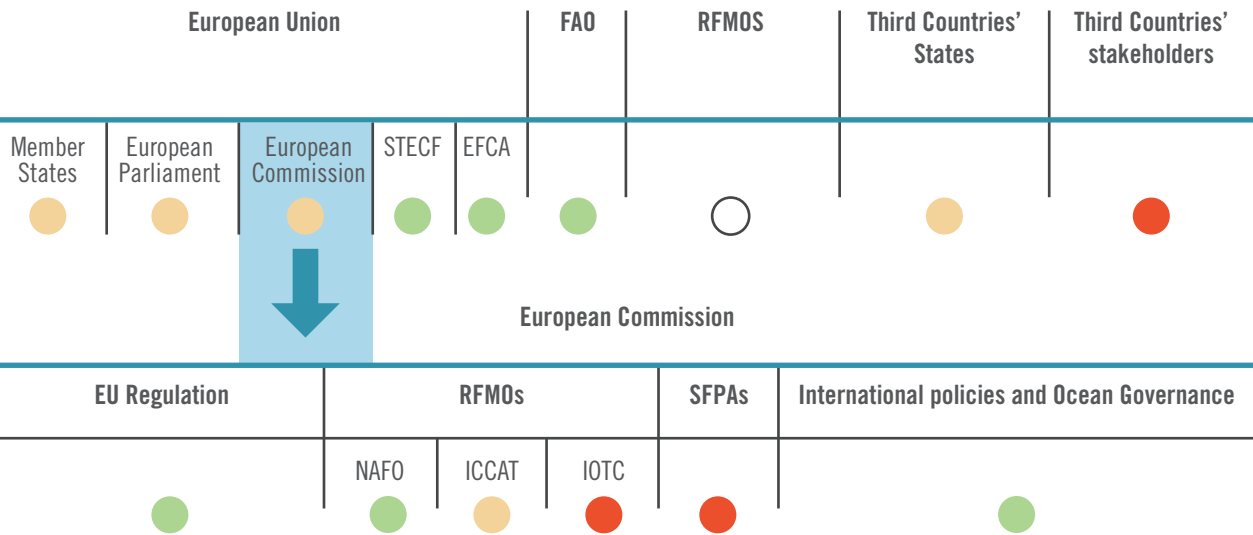


Figure 2. Tables displaying the quality of relationships between the LDAC and its partners. A focus is made on the relationship with the European Commission being the core mission of the LDAC.

Color coding:

- Green: positive and useful relationship or input
- Yellow: positive aspects or input but with significant margin of progress
- Red: no or almost no formal relationship or input.

Source: interviews and documentation.

- Considering **positive aspects**, the LDAC is considered by its partners as a well-structured and professionalized advisory body. The majority of its members are well-established organizations with vast professional networks. It is considered that the LDAC is legitimate to deal with the global legislative framework (see 2.1, page 3) and covering a broad spectrum of issues. It is recognized the LDAC is proactive and has a vision for the future of fisheries at global level. On NAFO it has also be acknowledged that the LDAC is often more balanced and less controversial (no lobby) than the fishing industry standalone.
- Considering **negative aspects**, the LDAC is

still facing huge difficulties on developing useful advices on tuna and tuna like (in particular sharks) management issues and RFMOs. Regarding formal collaboration with third countries partners, the only collaboration with COMHAFAT does not seem to be productive in terms of ratio work time invested/outputs, and no formal lines have been established with stakeholders’ bodies or other ocean’s bodies (as in the Indian Ocean). And as for its contribution to the SFPAs, the LDAC missed the opportunities to deliver tailor-made advices while the EU was in the process of negotiation for signing of new fishing agreements or renewing existing ones. It seems however that further commitment



*They should help us to identify the right interlocutors, as we don’t want to have only “government to government” but also “stakeholder to stakeholder” multifaceted relations. In this respect, the LDAC would be instrumental to assist us to set up this climate by being proactive and building their own network of allies.”*

EC civil servant

from the LDAC and its members and a recent change in strategic planning could contribute to the implementation of useful proposals on how to improve efficiency and transparency in the use of sectoral support measures.

It has to be reminded that the LDAC is an advisory body, contributing to the EU policy-making machinery without any guaranty that its advices or proposals will be taken into account (see Performance Review Phase I, GUERIN B., 2019). However, it is worth stressing the main skills the LDAC is able to use to make its work useful and taken into account:

- **Technical expert:** considering its contribution to the STECF, the LDAC is in capacity of providing concrete catch and economic data on the European Fleet and provide an analysis of the trends and fishing patterns. This expertise is already being taken into account through the work of the Executive Secretary in the STECF Annual Economic report of the EU Fishing Fleet (STECF AER, 2019);
- **Recognized spokesperson:** as for NAFO, the LDAC is being recognized as representing the

- **Legal expert in international fisheries law:** in the case of the LDAC contribution to the EC position towards the UN General Assembly processes, the LDAC’s opinions are taken into account by the EC services through direct exchanges and meetings discussing the text of the EU position in detail;
- **Networker:** the network of the LDAC’s members is vast, improving its influence even if difficult to assess; one example being the EFCA involvement in PESCAO project, developing Maritime Control and Surveillance capacities in Gulf of Guinea African countries.

*It is important to stress that the capacity of the LDAC to actually influence and contribute to the process very much depends on its recognition by its partners: their trust in LDAC’s capacity to bring added value, and their interest in LDAC’s input.*

2.3. SWOT ANALYSIS

The SWOT matrix (figure 3) enables to visualized main characteristics of the LDAC and its surrounding environment.

INTERNAL ORIGIN	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"><li>• Professional network of LDACs’ members</li><li>• Efficiency and knowledge of its secretariat</li><li>• Important and meaningful participation and involvement from the NGO</li><li>• Increasing recognition on issues pertaining to global challenges</li><li>• Official representative status as member of the EU delegation provided by the CFP regulation</li></ul>	<ul style="list-style-type: none"><li>• Confidentiality of its members’ strategies hampering in-depth discussion on SFPAs</li><li>• Tuna fleet competition in terms of business strategies hampering in-depth discussion of management issues</li><li>• Potentially conflicting positions between the different groups of stakeholders represented (e.g. NGOs, industry) hindering consensus</li><li>• Dispersion of scarce resources on numerous issues (lack of prioritisation or strategy)</li></ul>
EXTERNAL ORIGIN	
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"><li>• International agenda and new political leadership at EU level on ocean / fisheries governance</li><li>• Future developments of the EU SFPAs</li><li>• Possibilities of new partnerships with international management / stakeholder organisations</li><li>• Possibility to establish Memorandum of Understanding with RFMOs</li></ul>	<ul style="list-style-type: none"><li>• Internal imbalance of the LDAC structure may be badly perceived</li><li>• EC collaboration with the LDAC may be limited to formal lines</li><li>• Perceived image of the European fleet may weaken the EU position.</li></ul>

Figure 3. SWOT matrix analysis of the LDAC cooperation practices considering the external dimension.

The confidentiality of its members' strategies has been identified in the first performance review (GUERIN B., 2019). *Because of competition within the industry, of the wider public debate*

*on fisheries (often opposing the industry and the NGOs), of no legal weight is given to the AC's advice, the members may be more interested in limiting their contribution in the LDAC to widely*



Changes in *future developments and modalities of the EU SFPAs are likely to be considered within the new Commission*. While they were first established and are still widely considered as financial agreements between the EU and the third countries to deal with the access of the EU external fishing fleet, the principles of sectoral support are gaining increased recognition and interest from third parties. Within this development the *LDAC is well-situated through its members' networks to contribute to efficient and operational actions through win-win deals between NGOs and the fishing sector on concrete and local issues such as women empowerment, socio-economic development, and capacity building of coastal communities*.

*The possibility to establish Memorandum of Understanding between regional bodies and the RFMOs/RSCs is a tool to establish formal lines between the LDAC and the RFMOs/RSCs with clear commitment of the latter to report on the progress made.*

Internal imbalance of the LDAC structure refers to the fact that, at the same time, the

Chair, the Secretary and the Secretariat team are Spanish nationals. Even if the LDAC has proved to secure neutrality applying the open-doors procedure, it is perceived by some of its partners as this might bring a certain bias or imbalance.

*EC ways of collaboration with the LDAC very much differs from one DG MARE unit to the other. Whereas* issues on ocean governance and international instruments are dealt through smooth and agile interaction between the LDAC and the EC services (see page 10), the more “technical” dossiers (RFMOs, EU norms) are still dealt with through very formal lines (advice from the LDAC, answer from the EC) which actually hamper the flexibility of the EC-LDAC relationship.

The reputational brand of the EU fleet refers to how the EU fleet is perceived or portrayed by some third countries' states, stakeholders or the wider public in the media. It could be either positive or negative. In this respect the recently publicized overshooting of the EU

<sup>25</sup> See for example the following article in Undercurrent, fisheries specialized on-line magazine: <https://www.undercurrentnews.com/2019/11/21/investigations-reveal-another-year-of-spanish-yellowfin-overfishing/>  
<sup>26</sup> Seychelles News Agency. Seychellois expert says EU overfished tuna; EU ambassador says union is investigating: <http://www.seychellesnewsagency.com/articles/12095/>  
Seychellois+expert+says+EU+overfished+tuna%3B+EU+ambassador+says+union+is+investigating



quota by its fleets has been pointed at several occasions in the interviews and may weaken the position of the EU as negotiator in the RFMO.

### 2.4. PRELIMINARY CONSIDERATION REGARDING THE LDAC COOPERATION PRACTICES

Following the SWOT analysis, two main working streams may be identified requesting different means and skills.

- The LDAC should strengthen its advisory and technical work towards the EC more specifically on RFMOs (and in particular tunas' RFMOs) as well as on SFPAs and specifically on the use of the sectoral support. Such commitment is based upon LDAC members' knowledge and technical expertise, increased collaboration with scientists and commitment from LDAC members to involve their local operators or NGOs' offices to deal with the concrete issues in the third countries.

- The LDAC is grasping recognition from various institutions to be a competent, modern and responsive multi-stakeholder organization. Thus, new partnerships may be established to enlarge the LDAC formal lines of communication with third countries' partners but also in the international arena. Such development would heavily rely on the positive "business card" the LDAC is gaining as well as the LDAC capacity to adopt a holistic and global approach to fisheries international regulation framework. However,

this approach could be dangerous to the current balance of resources and personnel with the dedication the existing tasks require. Expansion into some new areas will probably require exploring the funding of additional efforts and resources.

#### Acting on LDAC weaknesses

The LDAC capacity to propose in-depth analysis and valuable input depends primarily on its members' good will (and interest) to share their information and commit themselves in solutions' finding. It is not realistic to expect any sensitive revelations from members (such as announcement of forthcoming campaigns or advocacy policies from NGOs; or markets' opportunities or investments from fishing sector) whereas the LDAC's meetings and documentation is public and transparent. This imbalanced input may therefore be counterproductive at times and play against its members' individual interests or strategies.

- Considering this context and limits, it seems important for the LDAC to try to identify issues of common interest for their membership who improve the degree of involvement and participation – for example on effective implementation of sectoral support funds for SFPAs; or harvest rules and assessment of stocks for RFMOs – counting with genuine commitment from its members. Fewer issues would thus be selected and prioritized. Commitments from the parties need to be achieved within such framework.



#### Securing the LDAC against threats

The LDAC current structure may at some occasions be perceived as imbalanced by some partners. There is no issue about LDAC internal procedures and open-door policy, neither with Spanish major interest in the LDAC activity considering the activity of the European fleet in distant waters.

- Considering the current situation, it would be important for the LDAC to identify on a systematic basis ways and means to get stronger inputs from other key Member States with interests in distant waters such as Portugal and France. But other Member States such as Germany or Sweden also showed an interest in the past based on their interest for fisheries sustainable development issues.

Bilateral meetings with the national administrations, or Secretariat staff/Chairs

from other Member States could help to improve the situation.

The EC services work through different channels with the LDAC. While there is a direct collaboration and LDAC's direct input on ocean governance matters, the LDAC's contribution to RFMOs and EU norms still go through the usual "filters" (desk officer coordinators at DG MARE, sending the advice to the relevant unit, appointing a referee, writing a first answer, sending it back to the hierarchy before formal approval) hampering direct exchanges, and flexibility of the system with insufficient responsiveness from both sides.

- To use to the full the potential the LDAC, it would be relevant to encourage the setup of additional direct dialogue mechanism with the EC services and LDAC delegations – inviting external experts as well – adapted to the various



## INTERNATIONAL COOPERATION PRACTICES



LDAC Seminar on Labour and Social Dimension for Sustainable Fisheries. Sopot, Poland May 2019.

issues at stake (see also Recommendation 2 of the first phase of the Performance Review, GUERIN B., 2019). It would surely need further internal discussions from both parties.

Regarding the perception of the European distant water fleet in some areas, especially in the case of suspected misconduct (see reference at in foot notes 24 and 25), it could be a matter of debate within the LDAC fora where divergences may appear. Perception and image is indeed very much contributing to the EU negotiation position.

- It is important for the LDAC to further reflect on the perception of the EU fleet in the world as its image is contributing to the EU negotiation position. In the occasions of suspected infringements, the LDAC may open

the discussion internally to allow further debate and clarification between its constituencies.

### Strengthening and reinforcing forces

The LDAC is having positive impacts in various domains and should further strengthen the skills that have been detailed previously (page 16) and are built upon its main strengths listed in the SWOT analysis. Thanks to its high professional network, the LDAC was in capacity to unify the industry position in advance of NAFO plenary, via its Chair, acting as recognized industry spokesperson and efficient networker. Furthermore, due to the efficiency and knowledge of its secretary, the LDAC is having an instrumental role in STECF work on the shaping of the distant water fleet chapters of the annual economic report conveying the stakeholders' technical expertise. Thanks to

<sup>27</sup>United Nations Decade of Ocean Science for Sustainable Development (2021-2030): <https://en.unesco.org/ocean-decade>

<sup>28</sup>International ocean governance: an agenda for the future of our oceans: [https://ec.europa.eu/maritimeaffairs/policy/ocean-governance\\_en](https://ec.europa.eu/maritimeaffairs/policy/ocean-governance_en)

<sup>29</sup>For example, see LDAC opinion on Deep-Sea mining. R 04-19/WG5

[chrome-extension://ohfgljdgelakfkefopgkclcohadegdpjf/https://ldac.eu/images/EN\\_LDAC\\_Advice\\_on\\_Deepsea\\_Mining\\_R.04.19.WG5\\_May2019.pdf](chrome-extension://ohfgljdgelakfkefopgkclcohadegdpjf/https://ldac.eu/images/EN_LDAC_Advice_on_Deepsea_Mining_R.04.19.WG5_May2019.pdf)

## INTERNATIONAL COOPERATION PRACTICES



ATLAFCO Seminar for Access to decent and secure jobs in fisheries in West Africa. Tanger, Morocco, October 2019.

the important participation of the NGOs and their recognition and trust in LDAC's work and position and increased recognition on issues pertaining to global challenges, the LDAC is able to form a delegation working directly with the EC services on drafting resolutions for the UNGA, thus improving its recognition as legal expert in international fisheries law.

- In the perspective of prioritizing its work and activities – in relation with its available means – it would make sense for the LDAC to check throughout the various issues being dealt whether there is sufficient evidence that it can rely on these value-added acquired skills (technical expert, networker, spokesperson, international fisheries law expert).

### Grasping the opportunities

The international agenda on fisheries is especially dense in 2020 and the United Nations have declared the 2021-2030 period as Decade of Ocean Science for Sustainable Development . The EU has been pioneering in developing ten years ago an Integrated Maritime Policy and

is advocating for strengthening International Ocean Governance with new and increased political leadership from the European Commission.

- The LDAC is very well positioned to make valuable contribution to the forthcoming international ocean agenda being – in the global context –one of the few multi-stakeholder body with a huge network and recognition as legal expert in international fisheries law. Its contribution could go through contributing to EC participation into the international agenda, organizing side-events in international fora (such as UN or RFMOs), or building coalition at global level on forthcoming critical issues.

Regarding the future development of the EU SFPAs, it is likely that focus will be strengthened on the use of the sectoral support to promote EU development policy (PANOSSIAN A., com. pers.).

- With a unique network in third countries under SFPAs with the EU (both from NGOs' side and fishing industry one) the LDAC

could organize field dialog to progress on the design and use of the sectoral support, focusing on win-win deals between NGOs and the fishing sector on concrete and local issues such as women empowerment, socio-economic development, capacity building of coastal communities... Such initiatives would improve the local conditions and strengthen the image of the EU eventually facilitating future access for the EU fleet.

- Another relevant stake – which would however require further analysis and policy work from the LDAC – would be to contribute to improving coordination among SFPAs to achieve regional cooperation and also coordinated action in RFMOs.

The LDAC can count on the vast professional network of its members and enjoys a very positive reputation or “business card” to establish new formal partnerships with stakeholders and stakeholders bodies in the various oceans (Atlantic and Indian Ocean at first, and may be Pacific Ocean in a second step). For example, some partnerships may be established with African Union fisheries non-state actors’ platform currently information

whereas the African Union is in the process of reforming African fisheries policies through EU funding.

- The LDAC would benefit from seeking new partnerships with third countries stakeholders’ strengthening the EU position in the international negotiations (SFPAs or RFMOs especially).

Out of the interviews held, it appears that under FAO coordination, the RFMOs/RSBs are more and more encouraged to apply an open-door policy and facilitate exchanges with observers and even establish Memorandum of Understanding (MoU) with stakeholders’ bodies, representative industry associations, or other institutions. The MoU tool gives excellent visibility to the organization which shows a clear sign to support the policy of the RFMOs. There is also a legal commitment from the RFMO to report on the progress being made.

- The LDAC would benefit for triggering internal discussion on the value and interest (selecting specific items) to establish a MoU with some RFMOs or regional organizations of major concern for its work such as NAFO, ICCAT, and IOTC.

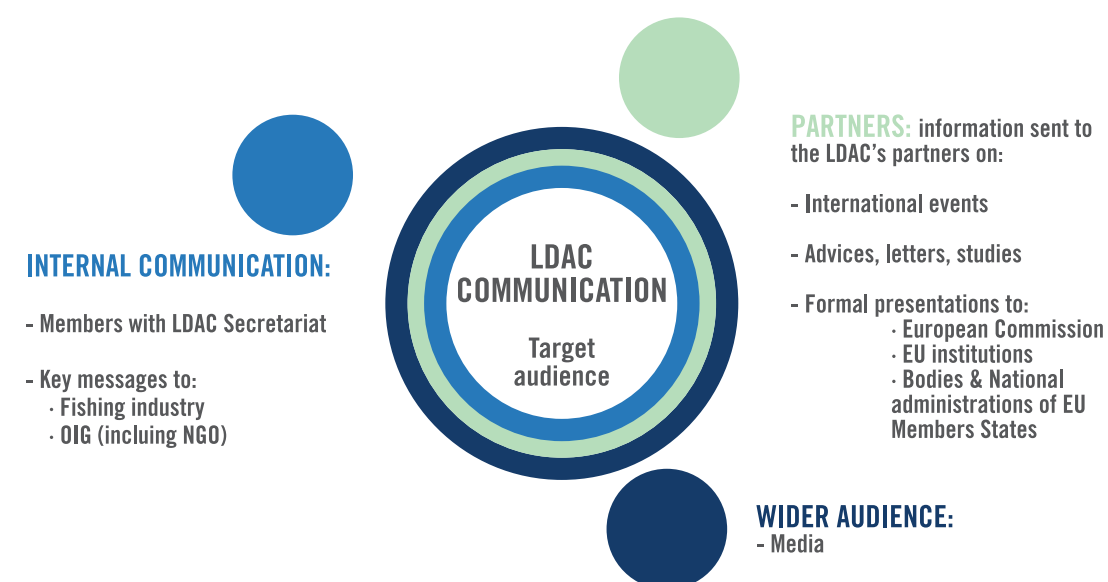


Figure 4. The three target groups of LDAC communication.

- **LDAC:** corresponding to the internal communication e.g. the information flow between members and the secretariat and key messages being circulated (broadly corresponding to the following categories of the draft Communications Plan: fishing industry, NGOs and other groups of interest).

- **Partners:** corresponding to the information sent to the LDAC's partners on behalf of the LDAC and the organization of international events, including writings (letters and advices, reports, studies), formal presentations or delegations (broadly corresponding to the following categories of the draft Communications Plan : European Commission, Other EU Institutions and bodies and National administrations of EU Member States).

- **Wider audience:** corresponding to the communication to the media, the social networks and the LDAC website (broadly corresponding to the following categories of the draft Communications Plan: National Administrations from non-EU countries, Scientific Community, Academia and adding the media and the wider public).

## 3. COMMUNICATION OUTREACH AND STRATEGY

### 3.1. CONTEXTUAL ANALYSIS

*Communication is not being set as a priority for the LDAC and its members.* The non-adoption of the Communications Plan proposed by the LDAC secretariat in November 2016 and again in LDAC General Assembly held in Rome in

May 2017 is a symptom of this situation. This plan intends to clarify the LDAC key messages, target audiences, objectives and means.

In its mission and values, it is recalled that “the LDAC Secretariat seeks to raise the

<sup>30</sup>Long Distance Advisory Council. Communications Plan. Draft. November 2016: [https://ldac.eu/images/EN\\_LDAC\\_draft\\_communications\\_Plan\\_NOV2016.pdf](https://ldac.eu/images/EN_LDAC_draft_communications_Plan_NOV2016.pdf)



institutional profile and corporate reputation of the organisation by increasing the awareness and visibility of the LDAC work and make it more accessible to the relevant audiences.

It seeks to pro-actively engage in communication with relevant audiences, which are not constrained to the fishing sector but also to a broader public (governmental authorities, academics, scientific researchers, representatives of civil society...)

It finally seeks to reinforce and improve the existing dialogue with European Institutions and agencies (European Commission, European Parliament, EFCA...) as well as Member States and other international bodies (e.g. ICES, RFMOs...)"

As a result of not adopting this plan, and aside from the usual rules of procedures to consult its own members or to adopt its advices, **there are no formal rules or identified good practices for the LDAC to communicate**. Following figure 4, communication should be understood in its wide meaning as internal communication, communication to the LDAC's partners (fig. 1) and communication to a wider audience including the media.

### 3.2. ASSESSMENT OF CURRENT PRACTICES

#### Internal communication

#### **Transparency in the functioning of the LDAC**

**has already been acknowledged in the first phase of the performance review of the LDAC** (GUERIN B., 2019). Any member does receive the invitation to working groups' meetings, the minutes, has access to the meetings documents through the website. All press releases and communication materials are also uploaded in the LDAC website under the section Topical/ News (<https://ldac.eu/en/>). In the same section, new topics have been added recently such as regulations, reports or institutional declarations. Lastly, the LDAC sends once a week news about European regulations published in the Official Journal of the European Unions, with links to interesting information for their members.

However, the tremendous amount of information being available and circulated, the uneven participation and technical knowledge of the LDAC's members may logically lead to a two-tier approach with active participative members on the one side and members observing rather than participating in meetings or in the general LDAC's activity. For new members, it might well be a challenge, especially if they do not have many other opportunities to meet and get familiar with LDAC activities. Regarding this later point however, the LDAC is proposing to any new member to make a formal presentation of its organization during the General Assembly. Though it helps members to enter the dynamic, it is still insufficient for new members with limited knowledge and restricted mandate from their own organisation (see also the part



Meeting between the Ambassador of Thailand in Spain, Mrs. Rattikul Chansuriya, and the LDAC to exchange information on initiatives against the IUU fishing. Madrid, June 2018.

on "running of the meeting" of the first phase of the Performance Review).

Except at this specific occasion, on the contrary, **it must be underlined that the LDAC secretariat do rarely receive information from the members (either the fishing industry or the NGOs) such as basic information about the organization they represent (e.g. list and composition of membership, ownership, flow charts)**. This deficit of information has already been stressed in the first phase of the Performance Review without noticeable progress so. In the same vein, the members do not often share proactively within the LDAC the public information they have in hand such as publications, reports or invitations to some events as workshops, which makes the task of the Secretariat harder in terms both of internal and external communication.

#### Communication to LDAC's partners

Regarding the **European Commission**, through the regular channel, the LDAC is following the procedure of drafting advice addressed to the DG MARE, to the attention of the Director General or, more rarely, to Directors or Heads of Unit. In exceptional circumstances, some high-profile letters have been alternatively sent to the Fisheries Commissioner or other DGs but this has created tensions with the EC coordinators as it is beyond their recommended practices as they are

the ones entrusted to channel the AC requests. **However, the specific nature of the LDAC should be considered in this aspect in terms of addressing and reporting their advice and recommendations, as their areas of interest and expertise are usually broader than fisheries management alone concerning not only DG MARE but also other DGs from the Commission such as DG DEVCO, DG LABOUR, DG SANTE or DG TRADE**, amongst others. Thus the LDAC should be not DG MARE advisor only but consider the European Commission at large and taken into account in all that affects external fleet, not limited to DG MARE area of responsibility.

On the specific issue of the AC coordination within DG MARE, it is important to stress that the LDAC has shown some concern in its annual work plan about the current deficiencies: absence in AC meetings, delay in EC responses, or wrong services' referral... Even though these deficiencies may be problematic for the sake of consistency between ACs in terms of rules of procedure and functioning and EC monitoring of AC's performance, it may be less a case for the LDAC which have set a long-standing habit to organize its Working Group meetings (and some Executive Committees) in Brussels with high participation from the relevant EC services. Through a more informal channel, a delegation



of the LDAC does also meet with EC services for direct exchanges on EU International Ocean Governance agenda and various international legal instruments as fisheries resolution for UNGA (see 2.2 page 10). This informal procedure offers a smoother and more agile communication.

In addition, numerous informal exchanges are also being held between LDAC's members of DG MARE officials from relevant units linked to agenda items discussed during the LDAC Working Group, Executive Committee or General Assembly meetings.

Regarding *EFCA*, the LDAC seems to have developed a strong communication via direct emails and social media (especially on Twitter) with the agency with a special focus on the fight against IUU fishing and regional cooperation in MCS. The EFCA is also invited to participate regularly at the annual coordination meeting between the LDAC and the COMHAFAT.

Regarding the *EU member states*, the situation differs a lot from one to the other. Very regular and fluid lines are being established between the LDAC and the Spanish administration (the LDAC is for example participating to the SEGEPESCA working group on international governance, and staff from the SEGEPESCA is attending and following LDAC's meetings on a regular basis). Besides, in numerous occasions, the Spanish General Secretary for Fisheries, has opened Executive Committee meetings held in Madrid. However, as for the other national administrations no specific communication

are being maintained though some interpersonal links with the LDAC's secretariats. Surprisingly, the French administration even recognized they do not follow (or know) the LDAC. This situation may be explained by the important turn-over in the French fisheries department in the recent years, but also – out of the interviews being held – by the lack of means on international affairs. *In order establish closer links with the Member States, the LDAC is organizing every year its General Assembly in a different contributing paying-fees EU MS with the example of Ireland (2015), France (2016), Italy (2018) or Poland (2019)*, which counted on the participation of representatives of the Ministry of Maritime Economy and Inland Navigation.

Regarding the *European Parliament*, there is no regular communication. However, positive experiences should be stressed when the LDAC came to meet some members of the European Parliament to present their view on the external dimension of the CFP or on the SMEFF regulation during EP public hearings or informal meetings with MEPs. The recent proposal for appointment of a member of the European Parliament as coordinator for the LDAC might help to improve the communication lines. Once again, informal exchanges are being held between LDAC's members and MEP or their assistants during LDAC's meetings.

Regarding the *scientific community*, the communication has improved with the LDAC's commitment within the FarFish H2020 project. However no formal communication lines are

being established and the participation of scientists in the LDAC meetings is only covered on a case by case basis (e.g. participation of scientists dealing with evaluation of tropical tuna stocks and research projects related to FADs at WG1 meetings, or CETMAR and IEO representatives regarding presentations of specific topics or projects, such as marine litter or capacity building and scientific advice to African countries).

Regarding *third countries' member states or stakeholders*, the only formal communication channel is through the long-standing collaboration with COMHAFAT framed by a Memorandum of Understanding. Informal exchanges with representatives from Coastal Atlantic African states have taken place through COMHAFAT's events but there are no permanent communication lines.

Regarding *international organizations*, recent communication lines have been opened through a LDAC delegation meeting with some FAO staff. As pointed previously (see 2.2), the FAO seems eager to increase their collaboration with the LDAC. In 2019, the LDAC decided to organize a seminar after its General Assembly on Labour and Social Dimension for Sustainable Fisheries, as a concrete contribution to the FAO consultation on Social responsibility in fish value chains .

Last but not least, considering *international events, the LDAC is being widely recognized as the only fishing stakeholders-led body capable of bringing together all the relevant players together, from the EU and even with influence to gather actors from third countries as well*. In that respect, it is telling to recall the International Conference of Las Palmas de Gran Canaria on Cooperation EU-Africa held in September 2015 which was a good successful meeting, gathering numerous speakers (targeting 200 persons from different backgrounds) and fostering increased collaboration and networking. The LDAC tried a similar follow up event in 2017 for Ecosystem Based Approach to Fisheries Management in North East Atlantic but was put on hold due to the Brexit process. The next attempt will be a series of joint LDAC-COMHAFAT Seminars on Implementation of SFPAs in African Countries in 2020/2021 with specific examples of both tuna and mixed agreements (tuna, demersal and pelagic).

#### Communication to a wider audience

Regarding *Press relations*, the LDAC is having close relationship and important coverage by the sectoral magazine Industrias Pesqueras. “Españoles en la Mar” is a Spanish daily radio program and usually propose an interview to cover LDAC's issues after having received its press releases. It can also be noticed that various other Spanish editions (Faro

<sup>31</sup> See LDAC Seminar on Labour and Social Dimension for Sustainable Fisheries: <https://ldac.eu/en/meetings/seminar-labour-and-social-dimension>

<sup>32</sup> See LDAC International conference: <https://ldac.eu/en/meetings/ldac-international-conference>

<sup>33</sup> See LDAC YouTube account: <https://www.youtube.com/channel/UCJ0p6Ou75hEaVnoYYNaQ10w>

de Vigo, la Voz de Galicia, Revista Alimentaria) are echoing LDAC's press releases and publish them.

As for the Spanish press agency specialized in agriculture and fisheries (EFEAGRO), despite they are showing interest in LDAC's work they need huge events to be covered such as the previous mentioned Las Palmas de Gran Canaria International Conference on Cooperation between the EU and Africa.

Aside from this privileged link, no regular coverage is being made by other international specialized press, though limited in numbers: Intrafish, Seafood source, Undercurrent, FIS, Fiskerforum, World Fishing, Hook and Net.

Regarding the [LDAC website](#), it is being updated on a very regular basis and offers a very accurate insight into the LDAC's work and publication. The website is user-friendly and clearly displays the relevant information about the LDAC. As referred to in the first phase of the performance review (GUERIN B., 2019) no specific information is however available regarding LDAC's members.

#### The LDAC's social media communication with a specific

Since 2017, the LDAC has a [YouTube account](#) which displays two institutional videos in an animation format which make the presentation easily accessible by the wider public and has 653 views which is quite important. Since then,

no new corporate videos have been produced but there are videos uploaded in the LDAC webpage produced by their member organizations.

Considering general information of the [LDAC Twitter account @LDAC\\_eu](#) (being managed by the LDAC secretariat), it counts upon 2020 follower and is following 1348 accounts on 30th of January 2020. Following Twitonomy statistics (figure 5) enables a general overview of the way the account is operating. *The LDAC is very active on Twitter with an average of 4 tweets per day.* However, the overwhelming majority (85%) are retweets whereas retweets of the LDAC tweets represent 11% of the total LDAC tweets. 360 new followers have followed the LDAC in 2019. Each year, LDAC members are informed during the General Assembly of the communication throughout the past year, including an update of our Twitter account.

As for the messages, the general tone is serious giving information about LDAC's meetings or participation to events in relation to its daily institutional work (see monthly LDAC's main tweets in 2019 in Annex 4). Topics are very diverse as well as hashtags being used.

The LDAC members do usually retweet LDAC tweets (especially during their participation to LDAC meetings) but LDAC tweets are rarely retweeted by the members' dedicated community managers if any, such as in the NGOs.

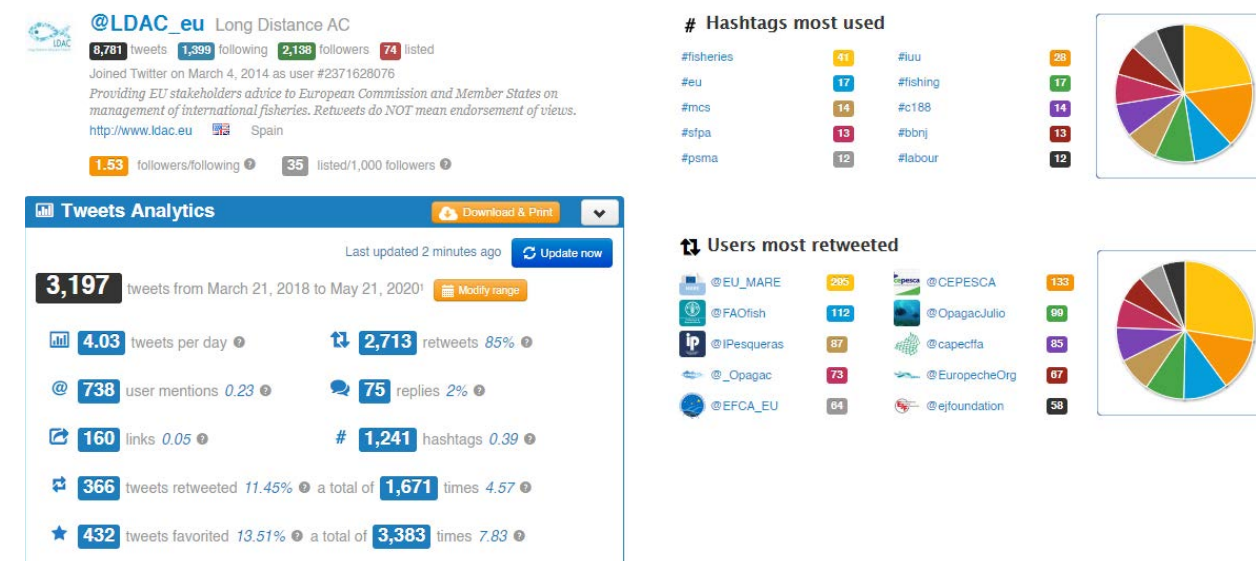


Figure 5. Statistics of the @LDAC\_eu account through Twitonomy© processing.

### 3.3. SWOT ANALYSIS

For some LDAC advices little added value has been noticed by interviewed experts – such as the one in advance of ICCAT plenary – with negative impact on members' motivation to participate and credibility loss for the LDAC. However it should also be stressed that in 2019 the LDAC has succeeded to produce a consensual advice in advance of ICCAT, an improvement with respect to the past. Even if – from the interviews – no new elements were brought to the knowledge of managers it can be considered as a first step to address the difficult issues under ICCAT responsibility such as tropical tuna or sharks' management. In addition it has already been noticed that

practical considerations may bring useful arguments to the EU negotiators.

Regarding LDAC members positions during RFMOs' plenaries, it has been noticed that the huge discrepancies appeared at last ICCAT meeting within the industry and between the industry and the NGOs undermining LDAC's position and credibility as well as – in some cases – undermining the EU position as a whole.

The wealth of information being already available on Twitter on the various topics the LDAC is dealing could eventually be counterproductive diluting the LDAC messages spread through its Twitter account.

<sup>34</sup>LDAC Communications Plan "key messages : The LDAC is not a lobby but a stakeholder-led fisheries advisory body / The LDAC is a useful, non-political organization with an aim of European interest that provides evidence-based advice generally agreed by consensus to the European Commission and Member States. / The LDAC plays an effective and important role for feeding fishermen and other stakeholders' experience and knowledge Policy / The LDAC is articulating stakeholders' collaboration and engagement"

	STRENGTHS	WEAKNESSES
INTERNAL ORIGIN	<ul style="list-style-type: none"><li>• Holistic approach of the issues at stake for fisheries at global level</li><li>• Technical expertise of the LDAC members</li><li>• Acknowledged capacity as event organizer</li><li>• Twitter account</li></ul>	<ul style="list-style-type: none"><li>• Differences in information and participation among the LDAC members</li><li>• Little added value of some LDAC advices</li><li>• High diversity of messages sent through Twitter: lack of clear core areas of interest</li></ul>
	OPPORTUNITIES	THREATS
EXTERNAL ORIGIN	<ul style="list-style-type: none"><li>• Interest of the managers to get balanced advices</li><li>• Vast professional network of LDAC's members</li><li>• Increasing influence and cost effectiveness of the social media</li><li>• Possibility to tell stories to the wider public</li></ul>	<ul style="list-style-type: none"><li>• LDAC members' individual or unilateral positions during RFMOs' plenaries which bring mixed messages / "noise" to the advice</li><li>• Wealth of information being already available on these topics</li><li>• Contradictory messages on the level of compliance of the EU fishing fleet</li></ul>

Figure 6. SWOT matrix analysis of the LDAC communication outreach activities.

Contradictory messages on the level of compliance of the EU fishing fleet refers to the usual situation where the negative publicity that could be made about some vessels' infringements affect the over whole communication strategy and messages of responsible practices about the level of compliance of the EU external fishing fleet. A proper communication policy could enhance and even require trust and accountability among members when communicating.

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3.4. PRELIMINARY CONSIDERATIONS REGARDING LDAC'S COMMUNICATION OUTREACH ACTIVITIES

Following the SWOT analysis, it appears that the LDAC should usefully act through two complementary activities.

- The LDAC would usefully strengthens internal cohesion and links. This effort would be accompanied by focusing the communication on some limited key

messages or words that would further help the LDAC to be clearly identified. In this respect, the key messages proposed by the LDAC secretariat in its draft Communications Plan offers already a good basis .

- The LDAC should further build on the extensive network and experience of its members throughout the entire value chain and on the various aspects of the global regulatory framework, e.g. fisheries management, biodiversity conservation, labour and social dimension, trade agreements, etc. Further building on its members' networks the LDAC could produce very balanced advice and recommendations and tell positive stories to the wider public.

Internal communication

As in most organization, there is a two-tier approach from LDAC's members, with a minority of active and participative members and another part following the LDAC activities but not contributing to it. Sharing the same basic level of knowledge and understanding is instrumental for the internal cohesion. In the same vein, further information about members about their involvement in the LDAC but also their regular job would enforce cohesion.

- Aside from the usual information flow it would be valuable to think about a kind of internal brochure telling stories of success of the LDAC and focusing alternately on the LDAC members'





Home Page of the LDAC Website and Twitter account. May 2020.

regular activities to strengthen internal cohesion and boost synergies.

For some contribution – and especially regarding tuna management – it is hard for the LDAC members to enter into in-depth contribution as major discrepancies exist between them ((as on shark's issue, or on the limit of the number of Fish Aggregating Devices). As a result the LDAC's contribution is hardly overtaking the common individual positions that are already known by the managers and institutions. Following various interviews' comments and analysis, the competition among the EU fleet even appear to be extrapolated out of the EU through changes in the position of the various CPC, thus weakening the EU position and discrediting LDAC's effort to bridge its members' positions.

- Focusing on fewer and less controversial issues (harvest rules, stocks' assessment and technical conservation measures) where the LDAC can rely on its previously listed skills (technical expert, networker, spokesperson or legal expert) should help the LDAC to deliver added value to the tuna RFMOs. Yet it is also the role of the LDAC to list the different and

confronted positions of the members. It would serve as a caution to the European Commission but also it could help bridge distances ahead of the meeting. On this basis, considering LDAC's contribution to ICCAT, an informal coordination between its members active in ICCAT could soften the too visible conflicts during the plenary for the sake of the EU position and the LDAC own brand image

#### Communication to partners and networking

The LDAC's member organizations do count on multiple internal experts (in most cases) and have long-standing established partnerships with multiple players (business, fishing organisations and trade unions, institutions, scientists, media...). However, the information is not adequately flowing among members, members expecting information and instructions from the secretariat but not being in the position to share their knowledge or information even if it is public (reports, events, press releases, etc.).

- The LDAC via its members has a tremendous opportunity to communicate with numerous players, from various backgrounds (catching, processing and marketing industry covering the whole fisheries value chain, EU and international institutions, scientists from national institutes or international bodies such as ICES, STECF, UN and RFMOs, specialized media or even mass media).

There is a genuine interest from managers (even at national or European level) to receive in-depth

## COMMUNICATION OUTREACH AND STRATEGY

analysis that are fruit of a balanced approach. It has been pointed in various interviews that consensus on important issues has strong impact. Some consideration should however be brought on the value of the consensus where a vast majority is obvious (GUERIN B., 2019).

- The LDAC would valuably communicate on the efforts made to achieve consensus while LDAC advices may appear as an additional opinion among others. Seeking consensus or alternatively developing balanced positions is at the heart of the LDAC functioning and represent an obvious opportunity to develop LDAC's brand image.

The LDAC has demonstrated high skills in organizing major international event, thus contributing to the public debate and the LDAC brand image.

- The LDAC would benefit from organizing on a biannual basis (looking at the limited human and budgetary resources) a major international event on issues at stake at global level, to be selected by its members, having set a good precedent with the Las Palmas Conference in 2015.

#### Communication to the wider audience and LDAC's Twitter account

The LDAC has demonstrated a unique capacity in developing a holistic approach of the issues at stake for fisheries at global level. This strength is being acknowledged by various interviewees (EFCA, FAO, some EC civil servants).

- To build upon this strength, the LDAC would usefully gather in a short and user-friendly brochure its positions and messages about the global dimension of fisheries (social dimension, harvest rules, compliance and enforcement, new maritime uses such as Deep-Sea mining...).

Regarding its Twitter account the LDAC is covering many various issues. The numerous retweets are a way to keep the account updated. Nevertheless, the identity and brand image of the LDAC is therefore somehow diluted or attenuated in the tremendous newswire that characterize social media. Yet The LDAC is very active on Twitter and can count on more than 2000 followers which is a very noticeable achievement.

- Pull Communication. The LDAC's secretariat would keep the same level of activity on Twitter but valuably identify the news and hashtags that receive major coverage of its Twitter account and would further repeat and develop them.

- Push communication. The LDAC would need to identify and focus on its key messages. The messages proposed in the draft Communications Plan (see footnote 29 page 22) should be turned into clear and impacting single words or expressions such as, for example: the LDAC is a "honest broker", is a recognized expert in international fisheries law and management,

is a spokesperson speaking on behalf of the EU stakeholders interests, or a sounding board of the multiple European voices interested in distant water fisheries. The LDAC's members should be more proactive through retweeting LDAC tweets (through their official Twitter account) or by registering to the LDAC YouTube account.

- Cost effectiveness and soft power. The embryonic development of the social media is a cost-effective opportunity to gain coverage and communicate to a community interested in the same issues (basically international fisheries). Through its Twitter account and numerous followers, the LDAC should be able to gain influence through a kind of soft power based on its network, expertise, key messages and unique voice in the global concert.

Aside from its important institutional and technical work that may sometimes be not appealing or “cold” in terms of communication, the LDAC has most probably many opportunities to be put on the scene characters and tell stories about the relevance of its work in daily lives of people, women and men, from the fisheries sector.

- The LDAC would be more attractive and communicate to a wider audience through kind of story telling communication through short videos articulating small stories (daily lives of women and men from the entire fisheries value chain) with the big story (the institutional work and international conventions).

## 4. GENDER ISSUES

### 4.1. CONTEXTUAL ANALYSIS

The gender issue is being increasingly scrutinized and assessed by both policy makers and public opinion. *The subject of both gender equality and equity is gaining positive momentum at international level* through increasing awareness campaign and celebrities' statements.

In a general context, reference should be made to the *Sustainable Development Goal 5 on achieving gender equality and empower all women and girls*. In the context of fisheries, given the role of women contributing to food security, but also their role in shaping fisheries exploitation, references should also be made to Sustainable Development Goal 2 on food security, and 14 on sustainable use of the oceans.

In the *fisheries sector*, reference should be made to the Santiago de Compostela declaration advocating for equal opportunities in the Fisheries and Aquaculture Sectors which underlines the “invisible” work of women who in the vast majority remain outside of the decision-making and leading positions. When it comes to women in fisheries in third countries with which the EU has an SFPAs, reference should also be made to the *FAO Voluntary guidelines on sustainable small scale fisheries* (Chapter 6 about gender issues)

Following conclusions of ad hoc workshop (MAPA, 2018) women are facing many difficulties such as precariousness and discontinuity of the activity, informal economy, bad working conditions, lack of recognition of work-related illness, difficulty of compatibility with family life, low generational shift or change-over, little female presence in the representative and decision-making bodies of the sector. Yet the role of women is instrumental in the fisheries value chain (see figure 7 below) with major involvement in catching operations (preparation, financing of the fishing trip), sale, processing or even diversification from the fishing activity.

The situation of the fishing sector and seafood industry in this regard has been recently assessed through a global survey based on 700 respondents (Briceño-Lagos N. & Monfort MC, 2018) held in 2017 where seafood professionals agreed to share their perception on the situation of women at their workplace and in their industry in general. 203 responses come from men. The present part is entirely based upon this report and report extensive quotation that are of interest for the current exercise.

*“Stories of women in the seafood industry, both good and bad, are rarely told. There is a need to increase awareness about women’s*

<sup>35</sup> Sustainable Development Goals. Knowledge Platform: <https://sustainabledevelopment.un.org/sdg5>

<sup>36</sup> International Conference on Women in Fisheries: [https://ldac.eu/images/Declaracion\\_Santiago\\_de\\_Compostela\\_en.pdf](https://ldac.eu/images/Declaracion_Santiago_de_Compostela_en.pdf)

<sup>37</sup> Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication: <http://www.fao.org/voluntary-guidelines-small-scale-fisheries/en/>

# WOMEN PRESENCE IN THE SPANISH FISHERIES VALUE CHAIN

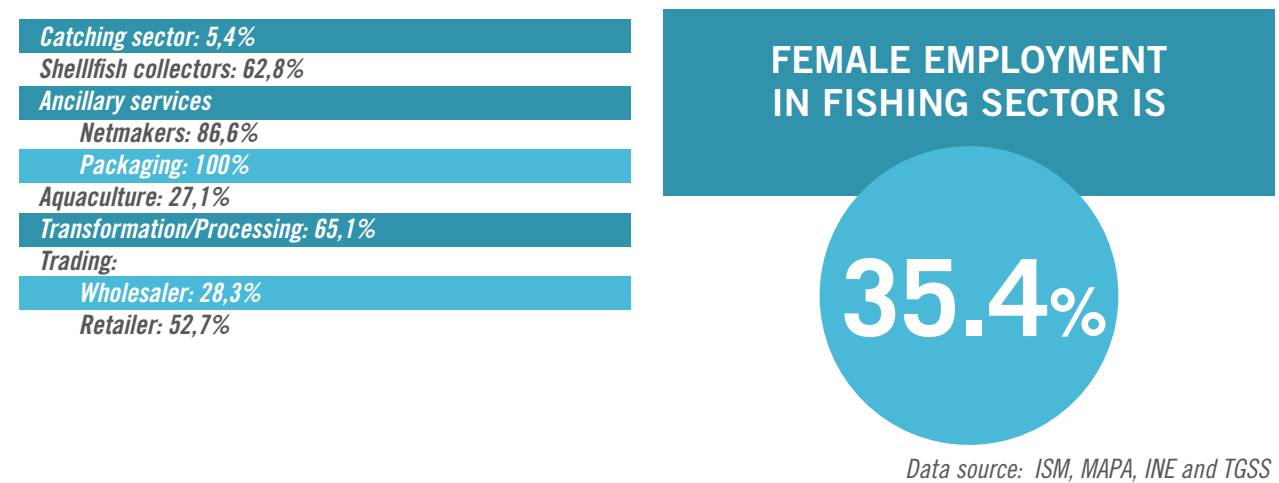


Figure 7. Women presence in the Spanish fisheries value chain (MAPA, 2018)

*role in this industry and to recognize the value they bring. ...In all the segments of the value chains women are everywhere but absent from decision making processes."*

The report described a women intensive industry but male dominated. "According to WSI's calculation based on corporate websites and Bloomberger's data bank, over half (54%) of the 67 top seafood companies are run exclusively by men, with no woman as director or board member. In the same sample men occupy 90% of all directorships. A woman chosen as CEO is a very rare occurrence. In 2015, only one company out of the 100 world's largest seafood companies was run by a female CEO. ... Over the past 12 months across the 20 conferences analyzed only 20% out of a total of 820 speakers were women."

*The results vary following the regions in the world* (with only a majority of respondents believing the industry is equally attractive and equitable in Scandinavian countries) *and*

*important differences depending on the sector of work within the whole value chain* (51% of the respondents in the seafood processing considering the work is not equally attractive against 64% in the fishing sector).

The report identifies various **barriers to equality**. First, the lack of recognition hampers the recognition of the extent of the issue. Second, it is not being positioned as an issue whereas companies focus on other issues (racial discrimination, profit making, focus on qualification...) or it is being seen as a "women issue" not concerning the whole company. Third, barriers reproduce an unequal environment through a kind of vicious circle where unconscious bias hampers the recognition of the problem.

## 4.2. ASSESSMENT OF CURRENT PRACTICES

The LDAC has not developed a specific initiative on this issue but has identified this as a subject to think about in order to provide added value and

# WHERE ARE WOMEN IN THE SEAFOOD INDUSTRY?

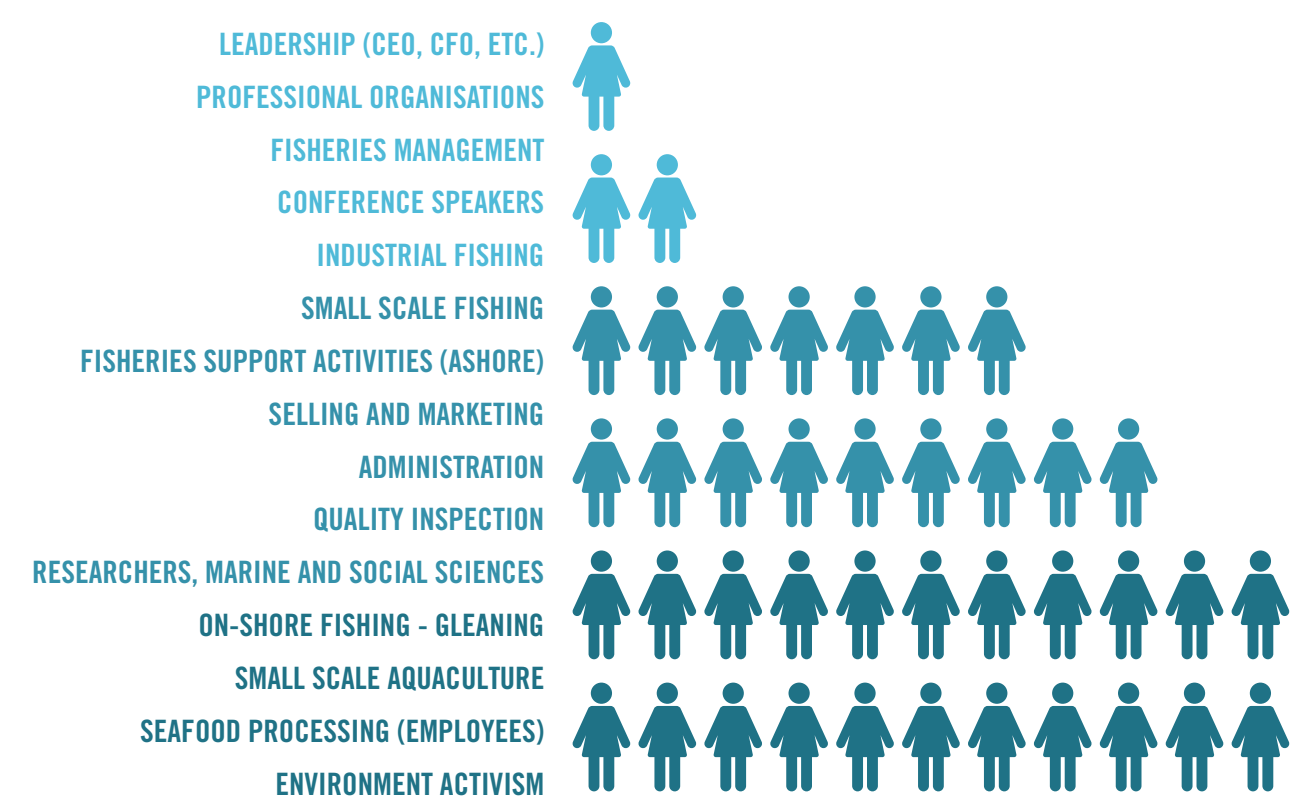


Figure 8. Visual representing the numerical importance of women in the seafood industry. Source: (Briceño-Lagos N. & Monfort MC, 2018)

positioning itself as organisation promoting the implementation of gender balance consideration into EU fisheries policies. For this reason, this topic has been included in the terms of reference of the present study. From the time being it has not been considered as an issue of specific concern. Referring to the first phase of the performance assessment the "freedom of speech is absolute following interviewees' opinions" while if considering the gender balance considerations, it is noted that the majority of the discussions are being held by men.

*Considering the share of women and men*

*in the LDAC, about one third of the members' representatives are women and the same proportion is respected while considering Chairs and Vice-Chairs positions while considering the Secretariat staff there are three women and one man although he is the Executive Secretary.*

Even if not specific to the fisheries sector only, the LDAC communication may not enough consider this dimension, and images being proposed to communicate on its activities as shown in the photo below that has been withdrawn from the LDAC webpage since.





Figure 9. Picture of the LDAC main page banner from 2019 showing only male representatives.

4.3. SWOT ANALYSIS

	STRENGTHS	WEAKNESSES
INTERNAL ORIGIN	<ul style="list-style-type: none"><li>• The issue is being acknowledged</li><li>• There is a freedom of speech and a capacity for dialogue within LDAC's meetings</li><li>• NGO organisations within the LDAC have a wide representation of women in higher proportion in average than men, compensating the fishing sector imbalance</li></ul>	<ul style="list-style-type: none"><li>• There is a deep unbalance in the fishing sector in terms of gender balance</li></ul>
	OPPORTUNITIES	THREATS
EXTERNAL ORIGIN	<ul style="list-style-type: none"><li>• Further communication on the role of women in the entire value chain could gain interest</li><li>• The regulation is more and more scrutinizing the respect of gender equality</li><li>• The gender equality may be part of the Corporate Social Responsibility of the seafood industry</li></ul>	<ul style="list-style-type: none"><li>• The brand image of the seafood industry</li><li>• The loss of appeal or attractiveness of the industry and difficulties to secure its workforce</li></ul>

Figure 10. SWOT matrix analysis of the LDAC concern regarding the gender issue.

*“Do not judge women being delicate females. Give anyone a fair chance, no matter their gender. Males and females can work equally as hard in any environment. Females should be encouraged to apply for jobs that they believe only males are able to do”.*

*Woman, Aquaculture, Africa. (Briceño-Lagos N. & Monfort MC, 2018).*



*I International Congress of Women in Fisheries. Santiago de Compostela. November 2018.*

4.4. PRELIMINARY CONSIDERATION ON THE LDAC’S FOCUS ON THE GENDER ISSUE

The LDAC cannot be questioned regarding its own respect of the gender balance internally. However it could be more proactive and contribute to this issue.

While the gender issue is more and more visible in the agenda of the policy makers and is gaining higher profile in the specialised media, and while the seafood industry is still being seen as a traditional activity with a loss of attractiveness, the LDAC is in capacity to echo this concern and contribute to promote gender equity and put it in the agenda of managers and corporate social responsibility of the seafood industry, as well as on the agenda of discussions between EU and third countries (e.g. SFPAs) for their policy areas of work.

Getting some insight within LDAC’s membership

- The LDAC could proactively bring some insight on the gender balance within its own membership, developing a survey addressed to its members to get accurate data about the gender balance (as a whole but also considering leading positions).

Open the debate

Whereas the fishing sector may suffer from loss of appeal or attractiveness and its brand image could be impacted by accusation of gender imbalance, it is interesting to open a debate on the issue of the gender with a survey as a starting point (cf previously).

- Based on the previous survey, the LDAC would valuably

open an internal debate on the issue of the gender within the fishing sector (including trade unions) and other groups of interest (including NGOs and civil society representatives).

Promoting gender equity

A local project has already been submitted under the auspices of the LDAC between tuna operators and women processing association in Ivory Coast (see page 10). It would probably worth some communication as an example where the role of women is instrumental in the value chain.

- The LDAC could specific examples where the role of women is instrumental. It could be done through for example a kind of short video story telling (c.f. preliminary conclusions in section 3.4).

The regulation, policy-making and development agencies are more and more scrutinizing the respect of gender equality. It is becoming a usual standard and criterion to assess proposals and projects requesting public money.

- In its advices, the LDAC would valuably give a systematic consideration to the issue of the gender balance and in particular in respect to the inclusion of gender in SFPAs’ evaluations.

It is also interesting to notice that several companies are being proactive by developing equality plans or including this issue in their Corporate Social Responsibility plan. Here are examples given in WSI report (Briceño-Lagos N. & Monfort MC, 2018) quoted previously.





*Fish Cooperative of Women's Tuna Processors in Locodjo - Abidjan - Côte d'Ivoire - August 2018.*

*“For example, Centro Técnico Nacional de Conservación de Productos de la Pesca (ANFACO-CECOPESCA), a Spanish organization that represents the interests of the processing sector of fishery and aquaculture products, is currently applying a second Equality Plan for the period 2017-2020. In order to promote corporate sustainability, ANFACO-CECOPESCA seeks to comply with the principle of abolition of discriminatory practices in employment and occupation.*

*This means integrating equal treatment and opportunities for women and men, this being a transversal principle for policies and processes within this organization.*

*Gender issues and Corporate Social Responsibility (CSR) Environmental sustainability has become an integral element of business plans and is inserted in many companies' sustainability reports. Under pressure from shareholders, consumers and clients, ignoring marine environmental status is a business risk that no responsible seafood company is willing to take anymore (With the help of Mariana Toussaint)”.*

# MAIN RECOMMENDATIONS AND FINAL REFLECTION



## MAIN RECOMMENDATIONS AND FINAL REFLECTION

### 5. MAIN RECOMMENDATIONS AND FINAL REFLECTION

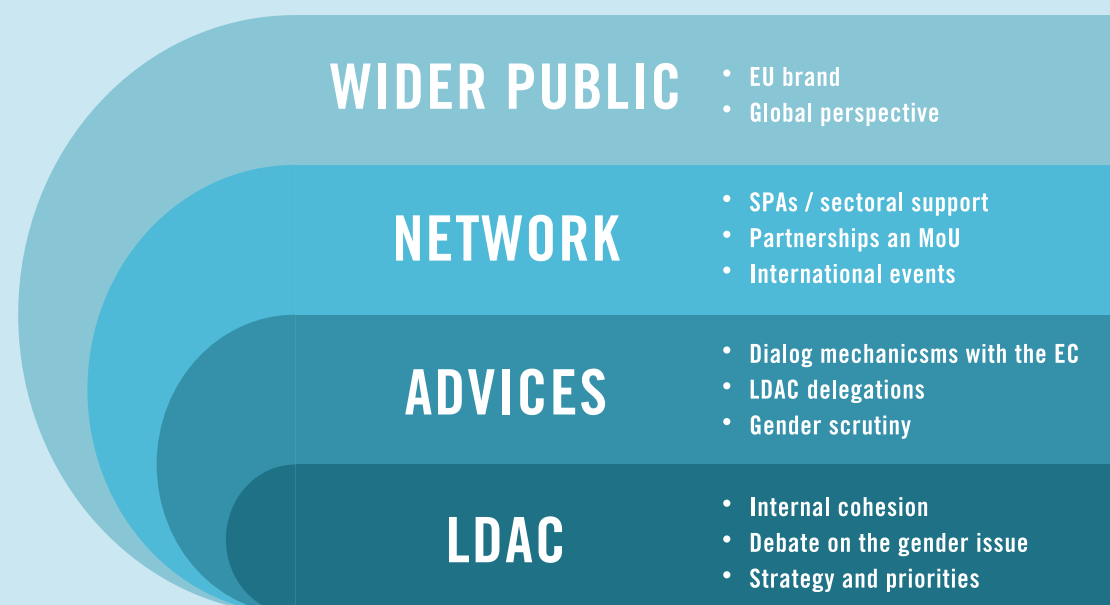


Figure 11. Visualization of the main recommendations to be addressed to the LDAC following the SWOT analysis and preliminary conclusions for each of the issues within the scope of the study: international cooperation practices, communication outreach, gender issue.

#### 5.1. LDAC INTERNAL FUNCTIONING

##### Strategy and priorities

- Re-set priorities on multi-annual basis in order to focus LDAC's efforts on issues where it can realistically bring added value.

##### Internal cohesion

- Write every two months internal brochure to share LDAC activities in a user-friendly format and focus on LDAC members (alternate with 3 members for each brochure with his daily job description).
- On conflicting issues, list the different and confronted positions of the members. It would serve as a caution to the European Commission but also it could help bridge distances ahead of the meeting. As for ICCAT annual plenary meeting, organize an informal coordination between members active in ICCAT to soften the too visible conflicts.

##### Debate on the gender issue

- Open the debate on the gender issue upon the basis of a survey throughout the LDAC members to collect further information (data, barriers to women leadership...)

#### 5.2. LDAC ADVICES AND COMMUNICATION TO PARTNERS

##### Dialogue mechanisms with the EC services

- Set up smooth and agile dialogue mechanisms between the EC services and LDAC delegations topics (RFMOs, SFPAs, ocean governance, EU norms) including external experts if relevant. A formal delegation from the LDAC to be supervised and authorized by the Bureau (Chair and Vice-Chairs) for the different topics to ensure a closer participation from the LDAC to the EC regulation proposal development.

## MAIN RECOMMENDATIONS AND FINAL REFLECTION



##### LDAC delegations

- Set-up LDAC delegations respecting the balance of interests represented in LDAC (direct link with the focus groups proposed in the first phase of the Performance Review) to be involved in dialog mechanisms and meet with national administrations of the EU Member States and key Members of the European Parliament. Check mailing lists of the recipients of the LDAC advices.

##### SFPAs renewals

- It should be a shared concern for the European Commission services and the LDAC to set-up a formal consultation of the stakeholders on the basis of the ex post evaluation of an SFPAs as to take advantage of the reality check the LDAC's members can perform. At the same time the LDAC should carry an exercise of giving priorities to countries and years where its contribution is key to its members.

##### Gender scrutiny

- Systematically consider the gender issue in the LDAC advices and promote gender equity issues to be included in sectoral policies, for example in the evaluation and implementation of the SFPAs.

#### 5.3. NETWORKING AND POLICY WORK

##### SFPAs and sectoral support

- Grasp the opportunity of LDAC members' networks in third countries under a SFPAs with the EU to develop concrete and operational sectoral support activities (such as women empowerment, socio-economic development, capacity building of coastal communities, ...)

- Increased relationship with the European Parliament would also be much valuable in that respect as the European Parliament – despite limited institutional competence in the preparation of the SFPAs – do have the potential to oversee their implementation.

##### Coordination among SFPAs

- Develop a methodology to propose a comparison between different SFPAs in the same region in order to achieve regional cooperation and identify positive and negative points, and coordinate with LDAC's input and contribution to RFMOs' policy work.

##### Partnerships and MoUs

- Develop new partnerships with stakeholders in third countries (or stakeholders' organizations)

and establish MoU with the 3 main RFMOs of interest for the LDAC: NAFO, ICCAT and IOTC. In the same vein, collaboration protocols of MoU could usefully be established with Non State Actors or Third Country Fishing Stakeholders.

- Request the European Commission its opinion and position on the LDAC to further develop its cooperation with FAO, as modern example of open-door principle guaranteeing wide stakeholders' representation contributing to forthcoming regulatory challenges.

### International events

- Organize international high-profile events (in the shape of side-events, conferences or seminars), either alone or with partners, every two years to make LDAC visible and strengthen networking. Contributing to European Commission participation into the international agenda, organizing side-events in international fora (such as UN or RFMOs), or building coalition at global level on forthcoming critical issues. Coordination with the European Commission on these stances to achieve a more formal, or at least formalized, role could both help to achieve these goals as well to identify which serve better to the European Union and the European Commission.

## 5.4. COMMUNICATING TO A WIDER AUDIENCE

### Adopting the Communications plan

- The LDAC members shall adopt the

Communications plan as a matter of common interest to throw into relief the “EU brand” (c.f. next recommendation). As for issuing press releases, a delegation authority could be given to the secretariat as a guardian of the LDAC “spirit” and in order not to lose the “immediate effect” that is crucial while communicating to the media. Internal checks would need to be set-up enough to provide for speediness and balanced review. A short (no more than 3) committee or the Chair and Vice chairs could do this in speed.

### EU brand

- Focus the Twitter account on key messages, and produce short videos to broadcast LDAC stories telling, articulating small stories (daily lives of women and men from the entire fisheries value chain) with the big story (the institutional work and international conventions). Putting into relief the value of LDAC balanced positions may also be part of the EU brand, diversity and variety of interests being encompassed in common values and messages In line with the objectives and mandate of the LDAC.

### Global perspective

- Produce a user-friendly brochure to give an overview of the international legal framework around fisheries and putting emphasis on the possible role of the LDAC as a quite unique multi-stakeholder organization.

## 5.5. LDAC MEMBERS' RESPONSIBILITY

LDAC's members shall share ownership of the LDAC and responsible for its success and failures. The success and efficiency of the LDAC does primarily depend on the commitment of its members. They shall therefore:

- Share and disseminate to the rest of the members the public information they have (reports, press releases, events)
- Spread the LDAC information, advices and brochures to their own network
- Help LDAC to seek and establish sound partnerships with Non State Actors
- Develop equity plans or include the gender issue within a wider Corporate Social Responsibility reflection.

## 5.6. MONITORING PROGRESS

- While the LDAC requests an external evaluation of its functioning, it appears obvious to set objectives against which the LDAC shall assess its own performance. This self-assessment and monitoring of progress cannot be done without specifying milestones and indicators (either quantitative or qualitative). In that purpose, considering human- and budgetary constraints, the LDAC should further focus its actions and activities on a limited list of priorities that need to be set by the General Assembly (see also the recommendation 1 in the first phase of the performance review).

<sup>38</sup>It is being noticed that it is more industry members retweeting the LDAC Twitter posts (except individual NGO representatives attending LDAC meetings but therefore not the official NGO twitter account). It is important for all members to contribute to this communication process.



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[https://www.europarl.europa.eu/RegData/etudes/BRIE/2019/633150/EPRS\\_BRI\(2019\)633150\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/BRIE/2019/633150/EPRS_BRI(2019)633150_EN.pdf)

**STECF:** Scientific, Technical and Economic Committee for Fisheries

**SMEFF:** Sustainable Management of the External Fishing Fleet

**CPC:** Cooperating Contracting Parties

**CFP:** Common Fisheries Policy

**NAFO:** Northwest Atlantic Fisheries Organization

**ICCAT:** International Commission for the Conservation of the Atlantic Tunas

**IUU:** Illegal, Unreported and Unregulated Fishing

**MEP:** Member of the European Parliament

**MoU:** Memorandum of Understanding

**PSMA:** Port State Measures Agreement

**RFMO:** Regional Fisheries Management Organization

**SG PESCA:** General Secretary of Fisheries of Spain

## 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?

## 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?

## 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?

RFMOS	NAFO	Fred Kensington Carmen Fernández Fuensanta Candela (PR)
	ICCAT	Driss Meski Josu Santiago
INTERNATIONAL	FAO	Audun Lem Mariana Toussaint Piero Manini
	COMHAFAT	Abdellaoued Benabbou
EUROPE	EFCA	Pascal Savouret Pedro Galache
	EC	Anders Jessen Catherine Chapoux Ramon Van Barneveld Veronika Veits
	EP	Izaskun Bilbao Konstantinos Kalamantis (ass. Millán Mon) Marisa Sevilla (ass. Clara Aguilera)
	SPAIN	Margarita Mancebo Antonio Lizcano
MEMBER STATES	FRANCE	Benoît Tourtois Stéphane Gatto
	PORTUGAL	Emilia Batista (through written questionnaire)
	POLAND	Justyna Szumlicz (through written questionnaire)
EXPERTS OR INDIVIDUALS	INTERNATIONAL COOPERATION	Benoît Caillart (F&S) Serge Gomes da Silva (Eellogic) Quentin Bates (free-lance journalist – Hook and Net) Daniel Rivera (Industrias Pesqueras)
	COMUNICACION	
	GENDER ISSUE	Marie-Christine Monfort (WSI) Béatrice Gorez (CFFA-CAPE) Anaïd Panossian (Independent)



## GENERAL OVERVIEW OF THE FUNCTIONING OF THE ORGANIZATION

- Governing bodies

- Governance and respective roles of managers, scientists & stakeholders? Are roles being defined? Procedures and rules regarding Science-Policy interface? Stakeholders-Science? Stakeholders-Policy?

- Working Priorities?

## ROLE AND UNDERSTANDING

- Do you see EU (negotiators and delegation of EU Member States) as a consistent and homogeneous block?

Do you have any insight in the various positions within the EU delegation?

- How would you evaluate EU influence as a contracting party in terms both of management of stocks and broader area of promoting sustainability and role of RFMOs in the field of international fisheries governance?

## SPECIFIC ROLE OF STAKEHOLDERS IN THE RFMO

- How do perceive the role / input of stakeholders (both fishing sector and extractive industry/ NGOs) in NAFO?

- Would you make a difference between industry and NGO's contribution to the process? In terms of topics and issues being dealt? Operating method?

- Do you know the LDAC? Its functioning in terms of providing a solid evidence-based advice and conveying the views of the fishing stakeholders in Europe in a unified and coordinated way?

- How do you think the LDAC could play a more effective role in your organization?

NB: The guidance has been adapted for each individual interview

Feb 2019 - 28 días

DATOS DESTACADOS DEL TWEET

**Tweet principal** tuvo 3.402 impresiones

#happening now! #WMW19 @atlafco & @LDAC\_eu annual coordination meeting! Work priorities for 2019 #FightIUUFishing #SFPA #MSC #OceanGovernance #BlueGrowth #EcoAfrik @IEO #Pescado @EFCA\_EU #SDG pic.twitter.com/dOVSwTreHn



13 5 20

Mar 2019 - 31 días

DATOS DESTACADOS DEL TWEET

**Tweet principal** tuvo 3.292 impresiones

#OceanEu High Level Conference on the Future of the Blue Planet just starting. LDAC will attend with special Interest Panel 1. Shaping Global Ocean #Governance for the future. We provide ongoing advice to @EU\_MARE on #International #fisheries management and control #HighSeas pic.twitter.com/Gk47yYBhEh



13 10 15

Apr 2019 - 30 días

DATOS DESTACADOS DEL TWEET

**Tweet principal** tuvo 2.931 impresiones

Who owns the EU fleets? @gwcarpenter from @NEF explains a discussion paper under @EU\_EASME soon to be published to explore ownership related to #quota management systems. Analysis of economic behaviour linked to competition and #sustainability on European #fisheries. #EAFE2019 pic.twitter.com/J7AwSXRmKX



13 8 16

May 2019 - 31 días

DATOS DESTACADOS DEL TWEET

**Tweet principal** tuvo 2.459 impresiones

Audun Lem welcomes attendees of @FAOfish Brussels Dialogue and explains consultation process #sociallyresponsible fisheries and aquaculture value chains. Aimed at being presented in COFI 2020 for adoption, coinciding with the 25 anniversary of the #FAO Code of Conduct #SEG19 pic.twitter.com/uxzlcKvWI



13 6 10

Jun 2019 - 30 días

DATOS DESTACADOS DEL TWEET

**Tweet principal** tuvo 2.125 impresiones

Happy #WorldOceanDay this year theme is #GenderAndOceans #TakeCareOurSeas #HumanRights #SaveOurOceans #stopIUUFishing pic.twitter.com/ZlrxvIPs9e



13 12 24

Jul 2019 - 31 días

DATOS DESTACADOS DEL TWEET

**Tweet principal** tuvo 2.076 impresiones

En el día de la #VirgendelCarmen, Stella Maris y patrona de la #gentedelmar mandamos un especial recuerdo a las tripulaciones que hoy están trabajando en la #mar pic.twitter.com/eS28oYJDAL



13 14 26

Aug 2019 - 31 días

DATOS DESTACADOS DEL TWEET

**Tweet principal** tuvo 720 impresiones

Reto #verano2019 para #mares llenos de vida y no de plásticos: #reciclar&recoger de la #playa#montaña colillas, envoltorios, latas, globos... todo acaba en los #océanos pic.twitter.com/m1uM5WMegj



13 1 6

Sep 2019 - 30 días

DATOS DESTACADOS DEL TWEET

**Tweet principal** tuvo 2.143 impresiones

We learnt from @FAOfish #ABNJ Deepsea Project at @FarFisH2020 workshop that fisheries footprint of the deep-sea bottom fisheries in the high seas is relatively small 🌱 8 #RFMOs with conservation & management measures in place incl #VME. Not apocalyptic "Wild West" paradigm! twitter.com/EuropecheOrg/s...



13 7 6

Oct 2019 - 31 días

DATOS DESTACADOS DEL TWEET

**Tweet principal** tuvo 3.237 impresiones

Raymond Maes from @EU\_MARE highlights the #shiptoshore project funded by the EU to promote compliance of key labour standards and improve labour and social conditions in Thailand 🇹🇭 ratification of @ilo #C188 linked also to fight #IUUFishing More info: shiptoshorerights.org pic.twitter.com/4QuM1cnNIZ



13 9 14

Nov 2019 - 30 días

DATOS DESTACADOS DEL TWEET

**Tweet principal** tuvo 3.213 impresiones

Time for Dr. Josu Santiago @aztitecnalia presenting scientific initiatives&research projects to improve the use&management of #FADs pic.twitter.com/QTRJJi2N8Z



13 9 17

Dec 2019 - 31 días

DATOS DESTACADOS DEL TWEET

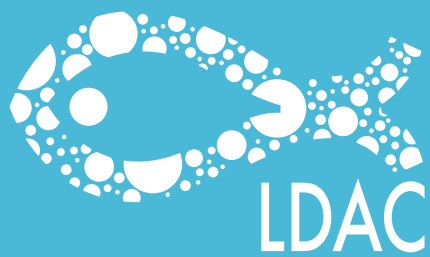
**Tweet principal** tuvo 2.629 impresiones

In #HumanRightsDay @LDAC\_eu wants to remember the importance of improving observance and compliance with International Law rules in terms of human, #labour and #social rights applicable to workers in the #fishing sector #RightsOutLoud pic.twitter.com/TTKRssWbgK



13 1 24





Long Distance Advisory Council

[www.ldac.eu](http://www.ldac.eu)



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