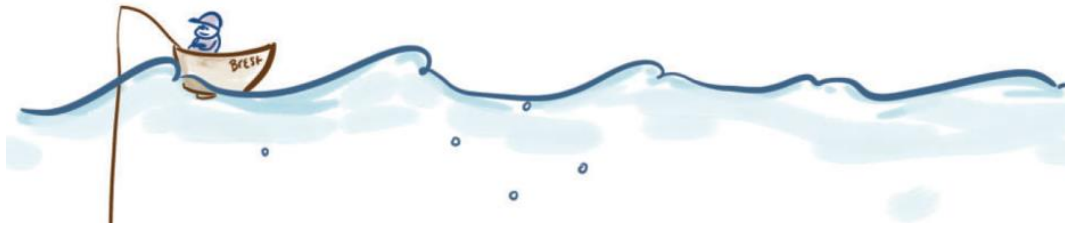


Science, partnership and decision support processes in fisheries: sharing experiences and practices and identifying Lessons learnt from an interdisciplinary perspective



Project SciPaDe - supported by the "Laboratoire d'Excellence"* LabexMER (ANR-10-LABX-19) and co-funded by a grant from the French government under the program "Investissements d'Avenir".



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Abstract

Implementation of Ecosystem Based Management in fisheries has led to higher integration of knowledge in advices and higher engagement of stakeholders in the decision support Process. As part of the process, fisheries scientists contribute in different ways and at different levels to decision support and experienced partnership approaches in the context of research projects or institutional decision support. Role of scientists in the process is however not trivial to define and operationalize. Several pitfalls can occur that scientists may have experienced through partnership projects or in the expert assessments done for authorities. A workshop was organized from 15 to 17 January 2018 as part of the SciPaDe project of the Cluster of Excellence ('Labex') funded by the French ['Investment for the future'](#) program and supported by the French Ministry of Research and Education. It brought together biologists, economists and social and political scientists involved in decision support processes and partnership approaches in fisheries at European level to share experiences and views across case studies, disciplines and projects. Context, content and lessons learnt from concrete experiences of bio-economic impact assessment of fisheries management scenarios provided in different case studies were reviewed and the links between scientists-stakeholders-decision makers in the decision support process in fisheries was explored through discussions and SWOT analyses. An Australian case was also reported to put into perspective the approaches and lessons learnt described at the European scale with respect to the institutionalized partnership platform for decision making used in Australian.

This report provides information on the SciPaDe project, the participants to the workshop, the content of the workshop and the main perspectives and tasks identified. The workshop underlined the need to continue and better structure networks around interdisciplinary approaches, to share our vision of the role of scientists in decision support process, our experiences, methods and recommendations and to disseminate lessons learnt from analysis of practices in integrated science decision support in fisheries.

Keywords: decision support process, fisheries management, partnership approach, participation, stakeholder engagement

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Introduction

Implementation of Ecosystem Based Management in fisheries has led to higher integration of knowledge in advices and higher engagement of stakeholders in the decision support Process. Added value of stakeholder's engagement in fisheries science was underlined in several papers (Berghöfer et al, 2008, Mackinson et al., 2011, Röckmann et al, 2012, Thebaud et al., 2014;...).

This resulted in the development of partnership approaches encouraged in European funded projects (see European projects such as SOCIOEC, BENTHIS, GAP, JAKFISH, DAMARA); and the engagement of stakeholders included in protocols and guidelines for impact assessment (EC, 2009; STECF, 2010).

As part of the process, fisheries scientists contribute in different ways and at different levels to decision support. They experienced partnership approaches in the context of research projects or institutional decision support whereas (i) methods and governance of partnership and role of the scientific advice in the decision support and decision making process is not well defined and (ii) integration of social and natural sciences was not fully achieved to operationalize partnership approaches for decision support.

Role of scientists in the process is thus not trivial to define and operationalize. Several pitfalls can occur that scientists may have experienced through partnership projects or in the expert assessments done for authorities.

This brings to question the state of the interaction triangle between stakeholders, decision makers, and scientists (Röckmann et al, 2015, Kraan et al., 2014) and the role of integrated scientific advice in the process of fisheries management.

A workshop was organized from 15 to 17 January 2018 in Ifremer, Brest as part of the ScipaDe project (Science Partnership and Decision Support in Fisheries) coordinated by Ifremer-AMURE and funded by Labex Mer (<https://www.labexmer.eu/en>).

This report provides information on the SciPaDe project, the participants to the workshop, the content of the workshop and the main perspectives and tasks identified.

Project SciPaDe – 2017-2019

The project SciPaDe – “Science, partnership and decision support processes in fisheries: sharing experiences and practices and identifying Lessons learnt from an inter-disciplinary perspective” is coordinated by Ifremer-AMURE and funded by the "Laboratoire d'Excellence"¹ LabexMER (ANR-10-LABX-

¹ Cluster of Excellence ('Labex') funded by the French '[Investment for the future](#)' program, supported by the French Ministry of Research and Education

19) and co-funded by a grant from the French government under the program "Investissements d'Avenir" (<https://www.labexmer.eu/en>).

The idea of the project born in MSEAS 2016 with the presentation of the lessons learnt on a bio-economic partnership approach conducted in the Bay of Biscay for 6 years that highlighted the need to continue and better structure networks around interdisciplinary approaches and to share our vision, our experiences, methods and recommendations regarding role of science in the decision support process.

Objectives of the project are:

- To bring together biologists, economists and social and political scientists and initiate an interdisciplinary network of scientists involved in decision processes and partnership approaches in fisheries
- To share experiences and views across case studies, disciplines and projects about :
 - the context, content and lessons learnt from concrete experiences of bio-economic impact assessment of fisheries management scenarios provided in different case studies
 - the links between scientists-stakeholders-decision makers in the decision support process in fisheries.
- to disseminate lessons learnt from analysis of practices in integrated science decision support in fisheries.

The project focuses on the analysis of the decision support process in fisheries in terms of contents of assessment provided and elaboration process of scientific based advice.

Analysis specifically focuses on decision support provided at regional, national and European levels under authorities requests, EU regulation on IA, stakeholders demand or research projects in various case studies (Bay of Biscay, Celtic Sea, Mediterranean Fisheries or Baltic and North sea).

An Australian case is also reported to put into perspective the approaches and lessons learnt described at the European scale with respect to the institutionalized partnership platform for decision making used in Australian.

Added Value of the project is to propose an interdisciplinary approach to analyze practices and processes of decision support in fisheries from concrete and diverse experiences. Socio-political sciences together with bio-economic approaches should enable to go a step forward in the interdisciplinary approaches, to provide useful and innovative lessons from the shared experience and to promote good practices and pitfalls to avoid. A better definition of the role of scientists in decision support processes and identification of the need for clarifying governance can also facilitate delimitation of involvement of researchers in expertise.

Workshop

A 3-days workshop was organized from 15 to 17 January 2018 in Ifremer, Brest to exchange and share of knowledge and lessons learnt between scientists originated from different disciplines (agenda in appendix 1).

It brought together 19 researchers involved in decision support processes and partnership approaches in fisheries at European level (+ an Australian experts) to share experiences and views across case studies, disciplines and projects.

Table 1. List of the participants, disciplines, institutes

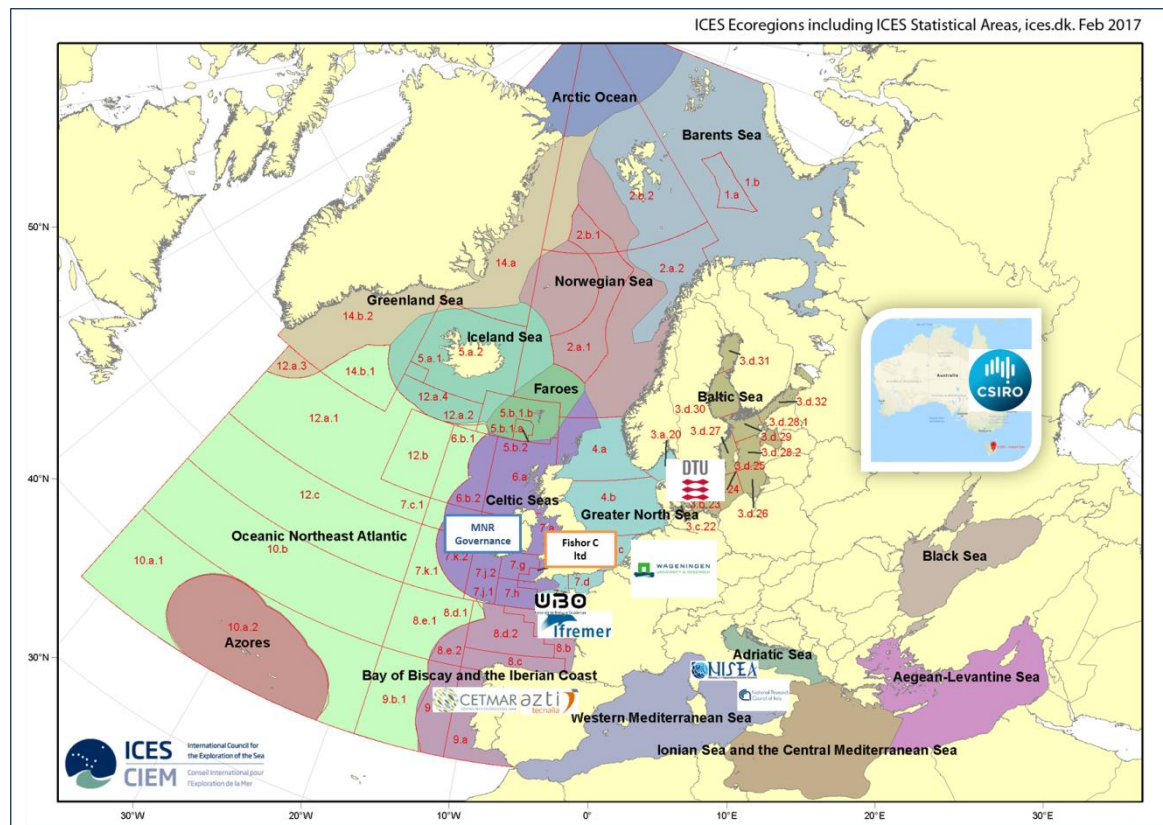
NOM	PRENOM	DISCIPLINE	Institute
BAILLY	Denis	Economy	University of Brest, France
BALLESTEROS	Marta	Sociology/Political Sciences	CETMARE, Spain
BERTIGNAC	Michel	Marine Biology	IFREMER, France
COLLOCAS	Francesco	Marine Biology	CNR, Italy
FITZPATRICK	Mike	Economist/social scientist	Irish Observers Ltd, Ireland
FRANGOUEDES	Katia	Sociology/Political Sciences	University of Brest, France
GARCIA	Dorleta	Bio-Economy	AZTI, Spain
KRAAN	Marloes	Sociology/Political Sciences	Wageningen UR, Netherlands
LITTLE	Rich	Bio-Economy	CSIRO, Australia
MACHER	Claire	Bio-Economy	IFREMER
MARDLE	Simon	Economy	Fishor Consulting, UK
MURILLAS	Arantza	Economy	AZTI, Spain
PAWLOWSKI	Lionel	Marine Biology	IFREMER
PHILIPPE	Manuelle	Facilitator	University of Brest, France
PRELLEZO	Raul	Economy	AZTI, Spain
SABATELLA	Evelina	Economy	NISEA, Italy
STEINS	Nathalie	Sociology/Political Sciences	Wageningen UR, Netherlands
THEBAUD	Olivier	Economy	IFREMER
ULRICH	Clara	Marine Biology	DTU Aqua, Denmark

The workshop brought together experts with background in different disciplines covering biology, economy or social and political science.

The inter-disciplinarity gathered in the project enabled to analyze the decision support process and the status of the scientific advice in the process in fisheries from an original point of view based on the experts experience and the analyses from socio-political scientists specialized in the analysis of decision support and making process and/or in partnership approaches in fisheries.

The group gathered experience of major institutes taking part to the European fisheries management (+ the Australian experience) and enabled to cover a wide range of geographical areas and of regional, national and European fisheries decision support contexts.

Figure 1. Map of the Institutes of the participants



Context, content and lessons learnt from concrete experiences of bio-economic impact assessment of fisheries management scenarios provided in different case studies were first reviewed. Two SWOT (Strength, weaknesses, Opportunities and Threats) analyses were then conducted to share vision on decision support and partnership. The links between scientists-stakeholders-decision makers in the decision support process in fisheries was explored through discussions (see also schematic figures drawn during the workshop presented in appendix 2).

Sharing experiences – 15th -16th January 2018.

First step of the workshop was dedicated to a round table of presentations and experiences sharing by the participants. A template was proposed to compare decision support processes and partnership approaches in different case studies from different point of views: Context of the impact assessment, Framework for elaboration (project, request, ...), content of the integrated advice, relationship between stakeholders-scientists and managers-scientists along the process, dissemination of results and use of the advice in the decision process.

Based on the common template provided to the participants, an overview of each one's experience was reviewed in terms of level and forms of implication in decision support and in partnership approach.

Table 2. Common template provided to report experience in concrete case studies

Case study	
Decision support process	
Context (political and institutional context, existing demand, spatial scale....)	
Framework of the decision support (project(s) contracted or not, expertise ? regulatory obligation of Impact assessment, informal framework ...)	
Deliverables expected/provided	
Links with decision making process	
Your role and expertise in the decision support process	
Partnership science-decision makers, science-stakeholders	
With who? scale and partners	
How? Nature of the partnership (kind of relationships, leadership, continuity or opportunism, partnership agreements? Or contract? Or informal partnership)	
Why? Objectives of the partnership?	
Kinds of collaboration (consultation, information sharing, co-construction) and methods used	
Lessons learnt	
Use of the results for decision making	
Benefits of the partnership	
Difficulties, constraints or counterparties	
Perspectives and opportunities	
Recommendations to improve decision support and the use of results	
Recommendations to improve partnership approaches	
Comments	

Experiences shared within the participants are synthesized in table 3.

Table 3. List of the experiences shared during the workshop

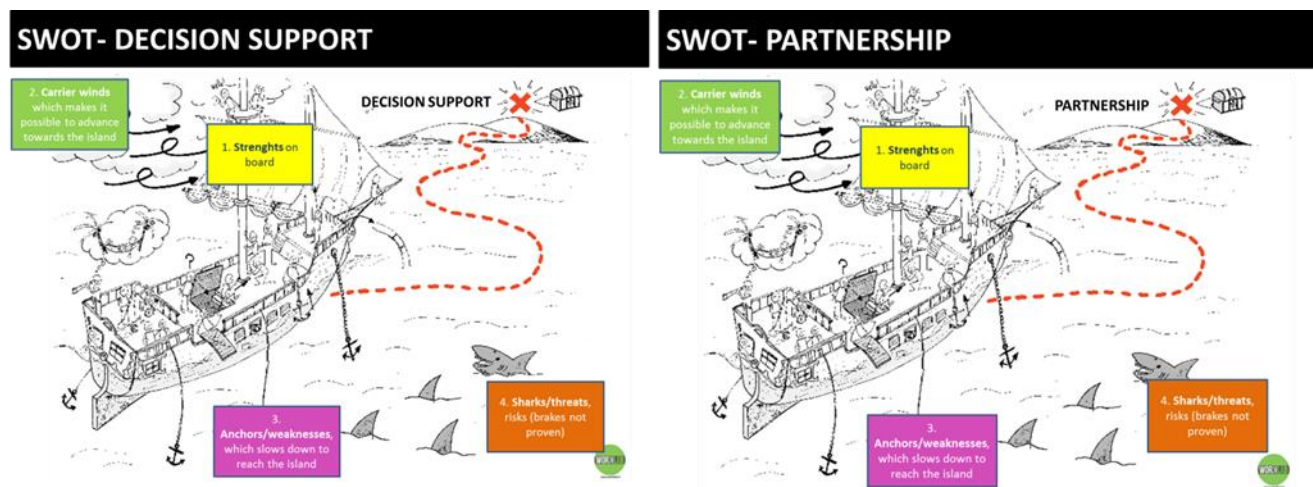
Rich Little	CSIRO	Experience in the Australian Decision support/making system (example of an institutionalized role of science in the decision process)
Michel Bertignac	Ifremer	Experience of impact assessment of management plans and HCR in the Bay of Biscay <ul style="list-style-type: none"> • in STECF context of the Western Waters Management plan development • in ICES context of BoB sole HCR evaluation , HCR proposed by the Fishing Industry • National context of request on the Landing Obligation • In the partnership bio-economic working group project that gathered main stakeholders to build a decision support framework for IA including partnership platform
Lionel Pawlowski	Ifremer	Experience in <ul style="list-style-type: none"> • Data collection programs with stakeholders to improve stock assessment • DAMARA DGMARE project to develop a scientific decision-support tool for the development of a management plan in the Celtic Sea • STECF evaluation of the Bay of Biscay anchovy management plan
Dorleta Garcia	AZTI	Experience in management strategy evaluation in <ul style="list-style-type: none"> • STECF Impact assessment of Iberian and Bay of Biscay Management Plan and • To answer to regional requests of the Basque Country
Clara Ulrich	DTU aqua	Experience in support to the current design of the North Sea mixed fisheries management plan, including Fmsy ranges in : <ul style="list-style-type: none"> • ICES Mixed-fisheries advice • STECF context • MYFISH research project (among others)
Simon Mardle	Fishor Consulting	Experience in partnership and decision support tool development in the DGMARE DemersAI Mixed fishery Analysis tool for Regional Advice (DAMARA) project on Celtic sea fisheries.
Raul Pallezo	AZTI	Experience in economic analyses and bio-economic modelling in: <ul style="list-style-type: none"> • STECF context of impact assessment and evaluation of many MAPs, recovery plans • support to the Spanish Secretary
Marta Ballesteros	CETMARE	Experience of development of decision support framework including partnership in different case studies in the MAREFRAME project
Francesco Collocas	CNR	Experience in <ul style="list-style-type: none"> • developing and applying decision support framework

		<p>defined in MAREFRAME project on the Strait of Sicily case study.</p> <ul style="list-style-type: none"> • support to GFCM management plans
Mike Fitzpatrick	Irish Observers Ltd	<p>Experience in</p> <ul style="list-style-type: none"> • the Celtic sea herring Recovery Plan and LTMP– Decision Support • SocioEc & Myfish projects – Impact Assessment • DiscardLess Challenge Trials – Research Partnership
Katia Frangoudes	UBO	<p>Experience in bringing human voices to the decision making process in various contexts</p> <p>...</p>
Arantza Murillas	AZTI	<p>Experience in</p> <ul style="list-style-type: none"> • DGMARE project on Small Scale fisheries to enhance the SSF participation in decision-making : Promotion of cooperation between the DG MARE, the CCS, and the local and national administrations; • Long-term local project included within the Basque Government Strategy Plan 2014-2020 on participatory-based mapping of the small-scale fisheries: Towards a holistic management in the Bay of Biscay
Nathalie Steins and Marloes Kraan	Wageningen UR	<p>Experience in Science-industry research cooperation (SIRC) (joint collaboration government-industry-science co-funded by industry and the government) in demersal fisheries in the NL:</p> <ul style="list-style-type: none"> • On understanding fishers' behaviour & knowledge and integrating it in science and policy. • in communicating science and working on transparency of science and advice.
Evelina Sabatella	NISEA	<p>Experience in the development of a scientific technical framework for the preparation of multiannual management plans in an Agreement between the Administration and the National Research Council (CNR) to set up the scientific background and to assess the impact of different scenarios in Italian fisheries.</p>
Claire Macher	Ifremer	<p>Experience in</p> <ul style="list-style-type: none"> • the development of a decision support process (partnership and tools) in the bio-economic partnership working group project applied to the Scallop fishery in the Channel, the Hake fishery in the gulf of Lion and Bay of Biscay demersal fisheries • impact assessment of the Bay of Biscay management plan in STECF context and impact assessment of TAC in the Bay of Biscay for national requests • European research projects on IA (eg SOCIOEC)

Based on experience, Identification of Strengths, Opportunities, Weaknesses, Threats (SWOT) – 16th -17th January 2018.

Two SWOT analyses (Strength – Weaknesses – Opportunities- Threats) were conducted with the participants during the workshop based on a method of individual contribution through post-it. Based on experience, strengths, opportunities, weaknesses and threats towards an efficient/good decision support process and towards a good partnership approach were shared between the participants. Results of the SWOT are reported in this section.

Figure 1. Visual support used for SWOT analyses



Results of the SWOT- decision support -

Strengths

1. Institutional framework

lack of agreement on whether more/new organisations are needed (cf Mareframe experience: lack of platforms at regional level at which stakeholders can meet / discuss; but there is the trade-off with stakeholder fatigue and approach this based on existing organisations; RAC experience also has limited success stories although have progressed capacity to build trust and propose options) → is in a transition process. Current situation is institutional ambiguity (good for decision-makers but not so good for decision-processes → include as threat too). This would be a strength if we would have a clear process where you know where science is.

2. Characteristics of the decision-making process

- Well explained process,
- Transparency; Recording of decisions; Accountability as a governance principle

- Equitability/fairness of process
- Flexibility and adaptation as management principles
- 3. **Develop clear goals**
 - Develop an understanding of the policy process (actors and roles)
 - Needs of decision-makers clearly identified
 - Joint problem definition (as a process)
- 5. **Involve multidisciplinary science / Improve knowledge through integration**
 - Involve existing & appropriate scientific knowledge (Include ecological, economic and social dimensions, as well as institutional dimensions)
 - Towards trans-disciplinary science
 - Increased systemic thinking
 - Team work and capacity of integrating heterogeneous information
- 6. **Resources and skills**
 - “Performing” (digested in a way that is understandable and workable) tools including “Good” (useful ! providing scientifically established / empirical evidence) qualitative and/or quantitative models ; multi-criteria evaluation techniques ; visualisation interfaces ; ...
 - Decision support methods (for elicitation / participation)
 - Interface, technological dev
 - Expertise in decision support, including mediation conflict resolution
- 7. **Data**
 - “Good” data and information (fishers knowledge incl., qualitative and quantitative) & stable and accessible databases
 - Integrating data across broad range of fields
- 8. **Develop a common understanding**
 - Reach common recognition that reality is complex knowledge is incomplete, trade-off are necessary.
- 9. **Build trust**

Weaknesses

1. **Time**
 - Lack of time for data, model and information processing time
2. **Management process characteristics**
 - Complexity of the management processes; lack of understanding of the policy/management process; role of each one within the process not clear
3. **Decision making process**
 - Cultural fit/familiarity with process; perceived lack of “internal” legitimacy of some participants; lack of stakeholder involvement; Weak leadership
4. **Conflicts**
 - Conflicting interests/objectives between different groups; Prejudice to some parties of observed / predicted decision outcomes; Disagreement as to how to identify an acceptable (best) decision; deadlock; lack of clear commitment from all parties involved
5. **Changing issues**
 - Models not fit for the questions and scales that stakeholders are interested in; new issues being raised continuously; poorly defined processes for interaction between

decision support and decision making; new parties/stakeholders entering the area (interactional knowledge is important); Internal conflict within decision support process.

6. **Limited interdisciplinarity**
 - Lack of multidisciplinary team; cognitive barriers
7. **Lack of data**
 - Lack of accessible data and/or qualified personnel to address relevant components (including social dimensions)
 - Lack of methods/capacity to operate in data poor contexts
8. **Dealing with complexity & system unpredictability**
 - Development of overly complex models and tools
 - Difficulties in communicating uncertainty while retaining trust in approaches and tools
 - Addressing Natural and human variability and Process uncertainty
 - Lack of observed benefit/improvement following actions based on decision support
 - Tendency to focus on “doing more research” when we can actually say things about the issues at hand
9. **Funding/ costs**
 - Lack of / insecure funding
 - Inefficient use of available resources
10. **Experience in participatory work**
 - Lack of experience in participatory approach
 - Considering participation as panacea
11. **Communication**
 - Lack of communication
 - Egos
12. Evaluation criteria too strictly defined (lack of room to bargain if single number outputs from decision support approaches)

Opportunities

1. **Structured decision context**
 - Multiannual plans, Structured management system, Science based decision context, Formal request by evidence based policy, Role clarity, Clear policy target
2. **External pressures (economic and social) and opportunities**
 - Crisis; new constraints on fisheries, high stakes leading to a high demand for impact assessment
 - Economic growth; Development/expansion of fisheries; Economic constraints lead to developing efficient approaches
 - Research funding, with support for collaboration between scientists and stakeholders
3. **Technological advancement**
 - Making things visible: eg using tools or maps to help identify options assist in process
 - Better data; reliable models; growing scientific knowledge; improved communication techniques (may also create legitimacy discussions if too many models / tools around: eg in the North Sea)
4. **Individual motivation**

- Wish of scientists to get out of ivory tower; Citizen empowerment; Mutual learning or willingness to learn from each other
- 5. **Increasing culture of stakeholder engagement**
 - Smart participation (developing in most of the research projects, relying on stakeholder representatives; promoting exchange of ideas, opinions)
 - Commitment to the process
 - Multilevel participation: Top down drivers and bottom up drivers, Active participation by all levels especially decision makers, Inclusive process
- 6. **Existing processes to develop learning and mutual understanding**
 - Stakeholder training in understanding scientific advice, Scientists training
- 7. **Trust**

Threats

1. **Transparency**
 - Lack of transparency, Post factual society and fake news, Social manipulation, Erosion of the democratic system, ignorance of issues
2. **Politics**
 - Lack of a clear political agenda,
 - Time scale of political decision
 - Changes / instability in policy context (eg. landing obligation, pulse decision), in government, funding
 - Lack of countervailing powers (checks and balances)
3. **Outside crisis negatively impacting the decision-making process**
4. **Previous negative experience**
5. **Limited public interest in fisheries**
6. **Specification of management goals too general**
 - Management target/objective poorly delimited
7. **Complexity paradox (communicating complexity in simple terms)**
8. **Lack of time**
 - Time-lags related to developing decision-support
 - Time available to get involved (scientists and stakeholders)
 - Asynchronous processes (decision / decision-support)
9. **Funding**
 - Science (i.e. decision support?) not funded continuously,
 - Limits on financial support for making science,
 - (in)efficient use of funding
10. **Marginalisation of certain groups from decision-making process**
 - Intentional marginalisation of some sectors (eg small scale)
 - Lack of resources to support participation
11. **(Lack of) Uptake of decision support tools**
 - If recurrently, the decision support tools and outputs are ignored, they may be seen as useless

- Lack of involvement of high-level decision makers in development of decision support approach

12. Scaling up issue

- Transposing locally derived approaches and results to broader systems?
- Problems posed by multi-level governance

Strengths

1. Diversity and inclusion

- Interdisciplinary group
- Diversity of backgrounds of participants
- Models to incorporate stakeholder views/advice
- Mutual recognition of all participants / mapping of expectations
- Gender diversity

2. Well established things (expertise.. network) / strong and common grounds

- Research networks well established
- Recognition of tools
- Consolidated bio-economic approach - Availability of scientific knowledge for managers
- Experienced partners
- Same/shared “cultural” background (to be discussed “culture” ?, is it knowledge of the “others system”, is it a minimum common knowledge ?)

3. Good communication and transparency

- Capacity/ability of all participants to interact (talk and listen)
- Strong communication tools/channels (inside and outside)
- Quantity and quality of information, communication, dissemination, access to knowledge
- Exchange of ideas and knowledge, including data
- Transparency of the process

4. Participants commitment

- Enthusiastic and dedicated people as inner drive
- Participant commitment
- Empathy – Curiosity - Open mindness (the human factor)

5. Team working

- Teamwork - Coordination between partners
- Knowing each other - sense of trust - Good personal relationships
- Recognition of other interests and realism about interests
- Avoid partnership inflation (There are a lot of organisations able to be part of potential partnership)

6. Clear definition of goals and process

- Clear objectives, deliverables expected
- Defined roles in a clearly and co-defined process
- Mutual understanding, building of common goals
- Joint problem definition goal
- Have common points to share between scientists and actors

7. Management quality and leadership

- Conflict resolution skills and processes - Negotiation and diplomacy skills
- Efficient Management (of meetings / process)
- Leadership
- Meet in a pleasant place with good food
- Co-creation / Co construction spirit

8. Long term engagement with positive experiences

- Some people in the system for some years, long term engagement
- Established forum rather than ad-hoc (for one problem)

- Previous experiences in partnership, skills and habits to work together
- Successful experiences -Existing positive partnership
- Lessons learned from failure

9. Shared motivations

- New/common “enemies” or “threats”
- Incentives – Gains/benefits expected by all participants

10. Others

- Resilient foundations - Robustness to perturbations – Capacity to overcome crisis
- Consensus driven (in terms of goals ? in terms of decision ?)

Weaknesses

1. Poor design of the partnership

- Definition on who creates the partnership and which actors should be included
- Identification of partners not adequate
- Too much rigidity of rules in formal processes
- Not dealing explicitly with dilemmas
- Difficult to find common interest among members of the partnership
- Not including beneficiaries of outcomes in the partnership

2. Lack of mutual trust, respect and legitimacy

- Lack of trust in science
- Scientists don't value stakeholders empirical knowledge
- Mistrust in stakeholder intention (e.g. they have an interest in providing biased data")
- Lack of trust in the management process or confidence in the usefulness of the partnership
- Lack of mutual respect
- Deligitimation of some participants (e.g. “what does a NGO bring in terms of data?”)

3. Stakeholders limited availability and commitment

- Fishers have more than a full time job
- Stakeholders fatigue
- Unbalanced commitment among partners
- Some are involved in a high number of organisations/networks (professionalization of participation)- overcommitment

4. Little experience of stakeholders and lack of continuity in engagement

- Majority of stakeholders not used to participate or poorly involved in the past
- Participants are not involved in all stages (if coop. research)
- Discontinuity in partnership/
- Fidelity to agreed agenda (Hidden agendas)

5. Poor management of partnership

- Lack of workplan
- Expectations not well managed – misunderstandings not recognized and solved
- Poor communication
- Internal conflicts not addressed
- Partners working in silos
- Weak leadership

- Lack of transparency

6. Science is slow and funding unsecure

- Slow science – slow momentum of interactions
- Insecure funding / discontinuity of project funding dependence

7. Power and sabotage

- Dominants partners
- Deliberate sabotage, process no longer serves powerful players interest
- Disruptors (3rd parties)
- Advocacy
- Lobby postures

8. Individual characters

- Envy
- Jalousie

Opportunities

1. General/societal

- Public awareness of science role
- Better public Image for the industry (not only in decision support but also collaboration in data collection)
- Societal demands
- Globalisation
- Cultural factors: collective action based on individual engagement

2. Sectorial

- Past experience –preferably positive experience of working together - Stakeholders have been involved in the past in the consultancy process
- Results from partnership are picked up / being used
- Trust / Mutual desire / Desire to learn from each other
- People are bridged with connections across several networks
- The questions at stake are answerable/addressable by scientists - scientific results are communicated to a wide audience
- High level political commitment
- Leadership from multiple sectors
- Geographical proximity
- Crisis situation

3. Institutional

- Stakeholder engagement and scientific advice are required under institutional framework
- There is institutional support to partnerships - Advisory councils offer this possibility
- Co-management and Ecosystem Based Management
- Stakeholder engagement required under funding opportunities (projects)

4. Funding

- Opportunity offered by projects
- The EMFF offers resources to improve the stakeholders (sector, scientists) collaboration
- Need for funding dedicated for sciences/ and industry partnership

Threats

1. Unfavourable environment

- Lack of public interest
- Lack of leadership in industry, science,...
- Lack of institutional framework for inclusive processes to support decision-making
- Lack of expertise in some fields (for example on social issues)
- Deligitimation of collaborative work in support to decision-making – lobbying approach preferred

2. Unfavourable conditions in the sector

- Stakeholders' fatigue
- Counterproductive policy
- Conflicting agendas among partners (different aspects)
- Professionalization of partnership
- Decision makers not using outcomes
- "Use" stakeholders without giving feedbacks,

3. Limited or difficult access to resources

- Very difficult / complex process to ask for the economic resources potentially provided by the EMFF to promote partnerships (many bureaucratic obstacles); insecurity in funding
- Difficulty to maintaining partnership over long-term (human and economic resources)

4. Unrealistic expectations

- Unrealistic expectations about participation - participation as a panacea
- Unachievable goals

5. Changing world

- Changing goals (policies)
- Changes to incentives policy / funding
- Institutional change/ governance change
- Constituents of NGO's / "forcing Ngo's to change position (membership loss)
- Dynamics in stakeholders arena / new actors who do not see benefits / support partnerships, new economic interests emerging
- People changing job

From decision support SWOT To be moved to partnership SWOT

(Lack of) Stakeholder commitment

- Difficulty to show the value of the process, so people only see the costs (hence poor commitment)
- Negative incentives to participate (fishing possibilities allocation)
- Lack of responsibility of some stakeholders (should be there but are not)
- Lack of trust between science and stakeholders,

- Complacency,
- lack of willingness of stakeholders to compromise

Perspectives and tasks

The work of this workshop is intended to be published and disseminated. The workshop stressed the need to continue structuring an inter-disciplinary network of researchers around these approaches and to allow confronting and sharing the visions of the role of the different parties in decision-making and decision-making processes.

Following tasks and perspectives were identified during the last session of the workshop:

Deadline	tasks	Facilitator	Contributors
Conferences			
Mid-february	<i>IIFET Conference abstract</i>	Claire	everybody
March	ICES Conference abstract	Claire	everybody
Report and manuscript			
	Workshop report	Claire, Nathalie, Michel, Katia, Denis, Olivier T	everybody
ASC	Draft manuscript To be published in ICES journal Quo Vadimus?	Claire, Michel, Nathalie, Katia, Denis, Olivier T	everybody
Diverse Disseminations			
	Share report with ICES community IMM, SIHD strategic initiative	Olivier	
	"Conversation" website -		
	Propose a DGMARE lunch conference	Arantza will take opportunity of a meeting with DGMARE to talk to DGMARE about the workshop	
	Science meets parliament	Marta keep on track when open – everybody to decide	
	Write a policy brief – nb pages-format?		
Network perspectives and projects – engage in common projects			
May	1 page – project idea description FP9 to be sent to networks	Claire, Denis, Katia, Olivier T	everybody
	Approach the Marine Board to test interest - Present the gap to fill in	Denis	
	Create a COST project		

	Find other short terms fundings (Euromarine, Labex...)		
	Identify other people to engage	Marloes check Ecost Ocean governance Everybody to propose	
Other tasks			
End January 2018	STECF – regionalization Paragraph (half page) justification - on scientific outputs that could be used if a WG on regionalization would be organized	Marta and Clara	
Middle term	Embedding scientists in administrations-decision making bodies		

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Appendices

Appendix 1: Agenda of the meeting

Monday 15th of January

12h30-14h	Lunch at Ifremer – Salon de la rade
14h-14h30	Introduction to the workshop
14h30-16h	Round table - Presentation by the participants (10 minutes max each) <ul style="list-style-type: none">• Level/forms of implication in Decision support• Level/forms of implication in Partnership approach
16h15	Coffee Break
16h30-17h30	Discussion on the two aspects

Tuesday 16th of January

9h-9h20	Round table - Presentation of the participants (10 minutes max each) Nathalie and Marloes
9h20-10h30	Discussion - Sharing different views of the role of science in decision support/making process from trans-disciplinary point of view
10h30	Coffee Break
11h-12h30	SWOT Decision Process
12h30-14h	Lunch Ifremer
14h-15h30	SWOT Partnership
15h30	Coffee Break
16h-17h30	Discussion lessons learnt

Wednesday 17th of January

9h-10h30	Collective wrap-up Identification of main issues/highlights/ recommendations
10h30	Coffee Break
11h-12h30	Future perspectives/tasks (manuscript, conference abstract, network, dissemination strategy ..)
12h30-14h	Lunch Ifremer
14h-16h	Working groups on the different tasks

Appendix 2: Simplified figures representing alternative links between decision support-decision making and partnership

