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WORKSHOP ON IMPLEMENTATION OF STAKEHOLDER ENGAGEMENT STRATEGY (WKSTIMP)

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WORKSHOP ON IMPLEMENTATION OF STAKEHOLDER ENGAGEMENT STRATEGY (WKSTIMP)

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i Executive summary

WKSTIMP supports the ICES Stakeholder Engagement Strategy, through drafting elements for ICES Implementation Plan. The report defines a suit of actions to make the ICES Strategy work. If implemented successfully, a diverse and representative pool of competent, reliable and committed stakeholders will engage with ICES. All stakeholders will be able to contribute effectively based on a clear understanding of the process and what is expected from them. ICES will become a natural place for stakeholders to engage and collaborate, delivering better science and advice by integrating essential knowledge and providing arenas for meaningful dialogues. And, the engagement process will be fully traceable, and its monitoring and evaluation outcomes inform decision-making and organizational learning.

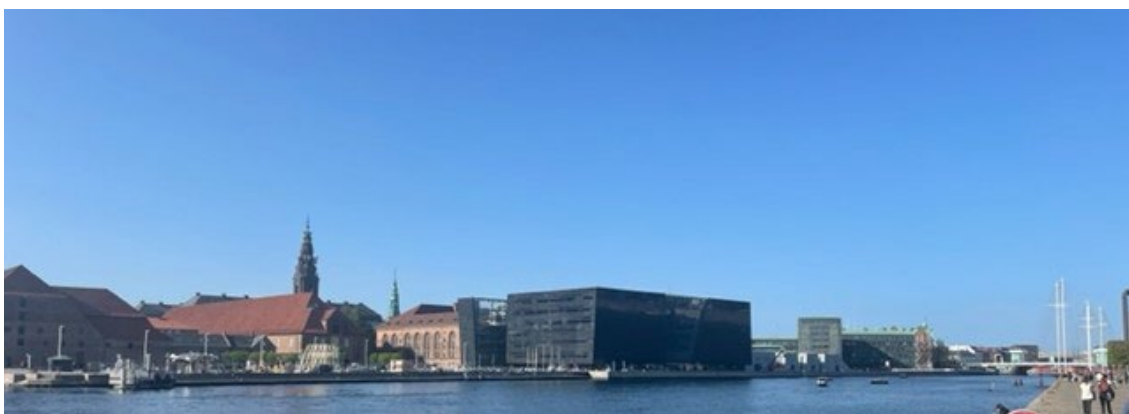
The WKSTIMP participants represented a plurality of profiles and backgrounds including natural and social scientists, representatives from the fisheries sector, NGOs, Advisory Councils, ICES Head of SCICOM and ACOM and ICES staff.

The analysis and reflective thinking on the Strategy set the basis for exploring actions within the ICES system (Expert Groups, Advice Drafting Groups, MIACO and MIRIA meetings) and across topics (research ethics, data protection, informed consent, conflicts of interest, transparency). The discussion in WKSTIMP highlighted the centrality of stakeholders as data, information and knowledge providers, and highlighted how two complementary ICES initiatives reinforce the Strategy: firstly, the development of guidelines for ensuring the integrity of scientific information submitted to ICES by data providers (e.g., WKENSURE); and secondly, the accountability for fishers and other stakeholders' perceptions (forthcoming Workshop on perceptions on the dynamics of fish stocks in ICES advice, WKAFPA). Furthermore, participants discussed risks associated with opportunistic behaviour in the engagement processes (creative and created blindness and advice shopping), tailoring specific actions to cope with them.

Exploring actions for implementation was guided by feasibility within the current ICES framework. Additional considerations were to avoid burdens, disruptions, and manage change in the ICES community. WKSTIMP proposes 35 time-based priority actions, urges the implementation plan's timely approval, and suggests strengthening ICES capability by creating an expert group on engagement. Potential actions developed by stakeholders beyond ICES provide synergies that could reinforce the Strategy.

ii Expert group information

Expert group name	WKSTIMP
Expert group cycle	Annual
Year cycle started	2023
Reporting year in cycle	1/1
Chair(s)	Marta Ballesteros, Spain
	Ashley Wilson, United Kingdom
	Alexandre Rodríguez, Spain
Meeting venue(s) and dates	16-18 May, ICES HQ Copenhagen and online [29 participants]



Photos courtesy of María Ángeles Gamaza (top) and Alexandre Rodríguez (bottom)

1 Introduction

1.1 Terms of Reference

The ICES Workshop on Implementing Stakeholder Engagement Strategy (WKSTIMP) was chaired by Marta Ballesteros, Spain; Ashley Wilson, UK; and Alexandre Rodriguez, Spain; It met from 16-18 May 2023 in three formats: online (16 May), in ICES HQ in Copenhagen, Denmark (17 May) and partially hybrid (onsite + specific hybrid session on 18 May) to:

- a) Lay out the actions necessary to achieve the goals and actions in the stakeholder engagement strategy.
- b) Identify options and related costs for the implementation of the actions and propose different scenarios based on these options.
- c) Considering these scenarios, and using the proposed structure shown below, draft elements of the implementation plan.
- d) Describe how the outputs of monitoring and evaluation can inform ACOM and SCICOM WKSTIMP will report by 30 June 2023 for the attention of ACOM and SCICOM.

1.2 Workshop background and details

WKSTIMP supports the integral approach to stakeholder engagement adopted by ICES since 2020. Below is a timeline of the main milestones:

- August-September 2020. Position Paper on ICES Stakeholder Engagement Strategy presented to ACOM, SCICOM and Bureau.
- June 22-24, 2021. Workshop on Stakeholder Engagement Strategy (WSKHOES).
- 2022. Stakeholder Engagement Strategy drafting group.
- 2022. Consultations with ACOM, SCICOM, Bureau, MIRIA and MIACO
- October 2022. Stakeholder Engagement Strategy approved by Council.

The Terms of Reference (ToR), scope of the workshop, participant needs and meeting format were discussed by the workshop Chairs, the ACOM and SCICOM Chairs, and the ICES team during 2023.

WSKTIMP combined plenary discussions and break-out groups, using applications to support the dialogue. It followed a hybrid format, mixing online and onsite participation to ensure good attendance and variety of inputs. Participants represent a plurality of profiles and background and performed multiple tasks throughout the Workshop, participating in debates, reporters (taking notes) and speakers.

1.3 Scoping of WKSTIMP

The Workshop had a practical approach: putting the Stakeholder Engagement Strategy into motion. The Strategy was officially adopted in January 2023 and was not open for discussion. Although constructive criticism is valuable, it was redirected to the Strategy review process after implementation and based on the evidence gathered.

Nevertheless, the workshop debate shed light on three aspects that expand beyond its scope:

1. The Stakeholder Engagement Strategy operates within the current ICES framework. However, alternative institutional settings in the future are possible due to organizational adaptation, reform or change. It is recommended that developments within the implementation plan and the strategy review explore how to cope with these alternatives should they arise.
2. The Strategy and Implementation Plan focus on engagement within ICES. However, ICES also collaborates with other organizations or projects that drive engagement activities (e.g., an industry-driven conference or an Advisory Council event). Although the Strategy is not fully applicable, it is important to consider these co-engagement activities.
3. In developing actions for the Implementation Plan, it became evident that some actions devised by stakeholders may reinforce the ICES strategy. By definition, they are not part of the Implementation Plan and are at the discretion of the stakeholder organizations. They are, however, included in this report to illustrate synergies.

1.4 Definitions

- **Stakeholder:** those who affect or are affected by a decision, process, or action of ICES.
- **Engagers:** researchers, scientists, and ICES bodies (e.g., a committee or secretariat) initiating a participatory process.
- **Requester:** national governments and intergovernmental organizations who have signed an MoU with ICES and submit requests of advice from ICES.
- **Managers:** executive branch within government (national and intergovernmental).
- **ICES Stakeholder Engagement Strategy:** a framework for stakeholder engagement within the ICES network, ensuring ICES science and scientific advice's credibility, legitimacy, and relevance.

WKSTIMP acknowledges the plurality of stakeholders and the need to unpack the concept for operational implementation, suggesting a specific action (Action 14, see Table 1.2) to address this issue.

1.5 Reflecting on the Strategy

The ICES Stakeholder Engagement Strategy was released after a two-year process (Section 1.2) and will be reviewed in five years. In drafting content for the implementation plan, WKSTIMP used critical thinking to reflect on the content of the Strategy. The findings are useful in the short term -for the plan- and in the long term -for Strategy review-.

Reflections pointed out three potential lines of improvement for the Strategy:

1. To clarify who is engaged in what process, addressing the diversity of stakeholders.
2. To describe better the problems that the strategy aims to solve.
3. To avoid creating burdens for engagers in designing the reporting systems.

The Strategy diverts from conventional approaches by identifying stakeholders according to their roles when interacting with ICES (expert, observer, contributor, and partner) instead of their profiles (e.g., industry, NGO, policy maker). Each role defines the rules of the interaction and the expected behaviour of participants. A given person or organization can play different roles when engaging with ICES (although not simultaneously). The role provides a clear path of who can be engaged, how, what for, and the expected outcome according to the ICES' system functioning.

The reflection brings two issues regarding what is a stakeholder:





- a) The position of ICES scientists and policy-makers.
 - The Strategy acknowledges that scientists are also stakeholders, referring to them as “internal”. Putting ICES scientists in the same basket draws attention to power dynamics and associated tensions/challenges that have not been fully explored.
 - Likewise, managers and policy-makers are considered stakeholders, noting they can engage with other stakeholders in their own processes

Addressing those challenges with both scientists and policy-makers calls for further research (Action 14).

- b) The description of the contributor's role needs additional clarity:
 - *It can be process and/or content based.* This contrasts with the classification of the contributor as a role focused on the process. The original text aimed to capture the nuance that an engager could organize a workshop to deliver a specific product (for instance, setting management scenarios for a case study as part of a research project), but for the ICES system, the interaction matters as a process for advancing knowledge regardless the specific output delivered. Once identified what it creates confusion, it is recommended to update the Strategy (version 2) by deleting that part of the text (action 1, see table 1.2).
 - *The operational rules for contributors entail open access and rather limited stakeholder accountability.* This sentence seems in contradiction with the Duties and responsibilities of stakeholders described in Section 4.4. of the Strategy. Any stakeholder engaging with ICES has the same duties (Strategy, Section 4.4.). In addition to that, according to each role, specific rules apply (see Figure 1). The contributor role is less regulated than the other three, hence the reference. To gain clarity, the Strategy can be updated (version 2) by changing the text description: *The operational rules for contributors entail open access, and the stakeholder's accountability regarding process and output is relatively limited* (action 1).
 - *There were doubts about why a contributor does not equal an expert.* It seems reasonable that a person contributing with her/his expertise to advance knowledge is defined as such. The difference, however, is not the expertise but the role she/he plays within the ICES system for a given interaction. When using her/his expertise as an “expert”, the stakeholder becomes one of many equal people interacting in the group that aims to deliver a knowledge output for the ICES system. When doing so as a “contributor”, the stakeholder may engage in various interactions from purely consultative to knowledge co-production. The expertise is the same, but how it is used and what for varies greatly and is not pre-defined. She/he may be selected to participate based on criteria other than expertise (e.g., representativeness of a given collective), and

his/her contribution to the outcome is defined on a case-by-case basis. The comment highlights that using “labels” to capture the systematic analysis of the ICES system generates some confusion. The communication actions foreseen for the Strategy (action 30) help clarifying it.

Figure 1.1. Guidelines applicable to the stakeholders engaging with ICES according to their role.

Guidelines				
	Expert	Observer	Contributor	Partners
Code of ethics	X	X	X	X
Conflict of interest (Col)	X		(X)	
Observer policy		X		(X)
Guidelines for ICES groups	X	X	X	

Source: Dickey-Collas, 2023.

Describing better the problems that the Strategy aims to solve will benefit implementation. The list of topics that call for further reflection is extensive: who is involved and who is not, loss of credibility/legitimacy, increased emphasis on open access, transparency, what-in fact- is neutral and objective, what is “the truth”, what is evidence, logical part of best available knowledge, industry scientists, cooperative research with the fleet etc. Tackling those topics requires mobilizing knowledge with a long-term view. To explore them, WKSTIMP recommends proposing the creation of a Working Group (WGENGAGE, Action 14). WGENGAGE will have terms of reference focusing in engagement strategy implementation in all ICES processes of science and advice creation, will be responsible to propose needed data calls, assessing these, overviewing the proposed monitoring system, and will act as an umbrella group assisting the facilitation of engagement across the ICES network.

Finally, the concern on how to effectively monitor and assess the engagement within ICES without creating a “paper monster” was shared by all WKSTIMP participants. The initial reflection on risks and consequences informed the Monitoring and Evaluation system proposal described in Section 3.

1.6 Matching WKSTIMP report Sections with the proposed Implementation Plan structure

The Workshop agenda aligned with the Terms of Reference (Section 1.1) defined in the ICES Resolution (Annex 2) and included a proposed structure for an ICES Implementation Plan. This structure informed the activities planned in the WKSTIMP Agenda (Annex 3) and guided the drafting of the WKSTIMP report. It's important to note that the WKSTIMP report is not the ICES Implementation Plan, which will be developed later by ICES (ACOM and SCICOM). While the WKSTIMP report's structure reflects the discussions held in the Workshop, it may differ in some respects from the proposed structure of the Implementation Plan.

To facilitate understanding and alignment between the WKSTIMP report sections and the ICES proposed structure of the Implementation Plan we have created Table 1.1 (see below).

Table 1.1. Indexing WKSTIMP report sections to the ICES proposed structure of the Implementation Plan.

WKSTIMP report section	Proposed structure of the Implementation Plan
Section 1	Introduction <i>Terms of Reference</i> <i>Workshop background and details</i> <i>Scoping of WKSTIMP</i> <i>Definitions</i> <i>Reflecting on the Strategy</i> <i>Matching WKSTIMP report Sections with the proposed Implementation Plan structure</i> <i>Summary of Actions proposed Implementation Plan</i>
Section 2	The Practicalities of Engagement
Section 2.1	<i>ICES meeting formats in ICES (in science & advice)</i>
Section 2.2	<i>Transversal actions related to all meeting formats</i>
Section 2.3	<i>Actions related to specific ICES Groups</i>
Section 2.4	<i>Tracing stakeholder participation in ICES</i>
Section 2.5	<i>Research ethics, data protection, informed consent</i>
Section 2.6	<i>Managing conflicts of interest</i>
Section 2.7	<i>Ensuring transparency in ICES processes</i>
Section 2.8	<i>Additional issues discussed by WKSTIMP concern</i>
Section 3	Mechanisms for monitoring and evaluation of engagement
Section 3.1	<i>Procedures for feedback loops to stakeholders</i>
Section 3.2	<i>Monitoring processes</i>
Section 3.3	<i>Evaluation of engagement against the objectives</i>
Section 3.4	<i>Cost effectiveness of engagement</i>
Section 3.5	<i>Annual reporting to SCICOM / ACOM on Stakeholder Engagement Strategy implementation</i>
Section 4	Synergies of the Strategy
Section 4.1.	<i>External actions with potential to reinforce the Strategy</i>
Section 4.2.	<i>Co-engaging with stakeholders within and outside ICES</i>
Section 5	Linking stakeholder engagement and communication strategies
Section 5.1.	<i>ICES Communications Plan: State of play</i>
Section 5.2	<i>New communications needs and documents</i>
Section 6	Training needs related to Stakeholder Engagement
Section 7	Review and revision of the Strategy

1.7 Summary of Actions proposed for the Implementation Plan

Sections 2 to 5 report on the ideas, debates and conclusions reached during the WKSTIMP. As a result, a total of 35 actions are proposed for the implementation of the ICES Stakeholder Engagement Strategy. The actions vary in depth and breadth: from adding a footnote on emails for informed consent to launching an “Open call” for stakeholders or setting data plans. Consequently, some actions can be directly implemented with zero or minimum costs, while others entail allocating resources and completing specific requirements before implementation – see Table 1.2.

Table 1.2. Summary of Actions and report section describing them.

No.	Action	Area	Report sections	Responsible structure
Immediate				
1	Update Stakeholder Engagement Strategy to v2	-	1.5, 7	SCICOM, ACOM, Council
6	Agenda/invitations for meetings engaging stakeholders state their role explicitly (expert, observer, contributor, partner)	Process	2.2.	Secretariat, SCICOM, ACOM
11	Improve awareness of Observation possibility at Advice Drafting Groups (ADGs)	Process	2.3	ACOM, Secretariat
13	Set an online overview of potential avenues for engagement within ICES	Process	2.4, 5.2	SCICOM, ACOM, Secretariat
16	Add a default footer to emails for participants on ICES Code of Ethics, data protection and informed consent	Research ethics, data protection and informed consent	2.5	Secretariat, ACOM, SCICOM
20	Streamline CoI declaration (read and tick) to be filled out before a meeting	Process	2.6	Secretariat
30	Make the Stakeholder Engagement Strategy presentation available online	Communication	5.2	Secretariat
Short term				
7	Develop a pilot initiative for WGIEAs with WGINOR	Capacity	2.3	IEASG, SCICOM
8	Develop a pilot initiative with an MSE request	Capacity	2.3	ACOM, BOG*
5	Develop guidelines for groups to ensure equity and balance in power relations	Capacity	2.2	SCICOM, ACOM
14	Propose a Working Group on Stakeholder Engagement (WGENGAGE)	Capacity	1.4, 1.6, 2.4, 2.8, 3.1, 3.3, 3.5	HUDISG ⁺ , SCICOM, ACOM
17	Update existing guidelines on Conflict of Interest (CoI) to address explicitly the ones associated to each role (expert, observer, contributor, partner)	CoI	2.6	SCICOM, ACOM
18	Update existing guidelines on CoI to better link to rules of social media/sharing during advice production	CoI	2.6	SCICOM, ACOM, Secretariat

19	Add an illustrative example of “perceived Col” to the existing guidelines	Capacity	2.6	SCICOM, ACOM
22	Set a Monitoring system on stages	Monitoring & Evaluation	3.2, 5.1	Secretariat
24	Plan and budget outreach activities from conceptualization of groups and workshops	Communication	5.2	Secretariat, SCICOM
26	Develop a template with key messages, target audiences and outputs from ICES Workshops	Communication	5.2	Secretariat, SCICOM
27	Organize a session/event on outreach theories, methods and innovation	Communication	5.2	SCICOM, Secretariat
28	Develop visuals and graphics to improve understanding of advice and science products	Communication	5.2	Secretariat, ACOM, SCICOM
Short term with associated requirements				
2	Open call for stakeholders	Who to engage with	2.2	Secretariat, SCICOM, ACOM
3	Publish binding data plans beforehand	Process	2.2., 2.8	Secretariat, DIG
4	Set a data collection process	Process	2.2	Secretariat, DIG
5	Develop guidelines for groups to ensure equity and balance in power relations	Capacity	2.2	SCICOM, ACOM
29	Expand the Observer supporting officer functions to become Stakeholder contact point	Communication	5.2	Secretariat
Mid term				
15	Design visual explanations for research ethics, data protection and informed consent principles	Capacity	2.5	Secretariat, SCICOM, AOM
21	Benchmark on Transparency in marine organizations	Transparency	2.7	SCICOM, ACCouncil
23	Set the Evaluation framework	Monitoring & Evaluation	3.3	Secretariat
25	Promote spaces for science art projects	Communication	5.2	Secretariat, SCICOM
31	Create illustrative examples of the output/outcome from stakeholder interaction	Communication	5.2	Secretariat, SCICOM, ACOM
32	Develop a Stakeholder Engagement Toolbox/Manual	Training	5.1 and 5.2	WGENGAGE†, Secretariat
33	Develop “Engagers” training courses	Training	6	WGENGAGE, Training Group, Secretariat
34	Advance ICES literacy	Training	6	WGENGAGE, Training Group, Secretariat
35	Setting the process for the Stakeholder Engagement Strategy review	Process	7	Secretariat, SCICOM, ACOM

Exploratory				
9	Explore the development of intermediate advice products	Process	2.3	ACOM, SCICOM
10	Set a "sense check" interaction with stakeholder before finalising the advice (understandability)	Process	2.3	ACOM, Secretariat
12	Explore a feedback channel on ADGs	Process	2.3	ACOM

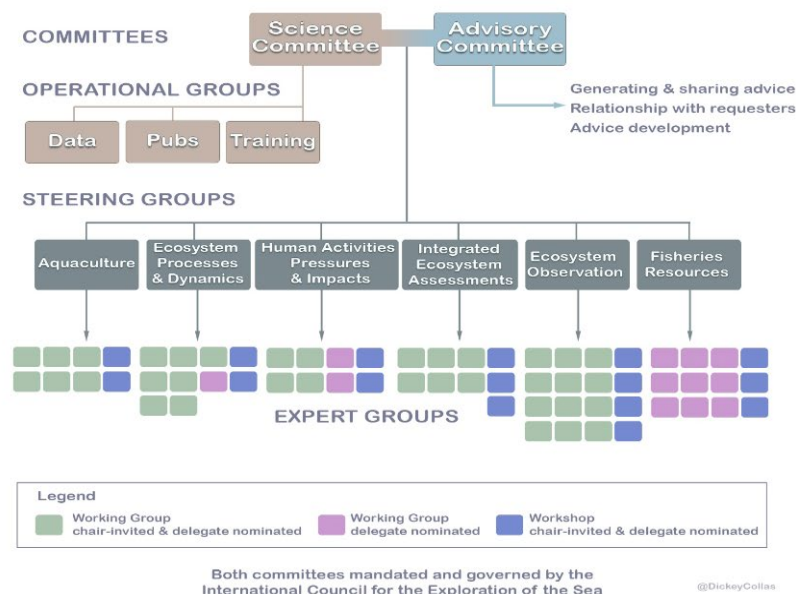
***Benchmark Oversight Group; *Human Dimension Steering Group, †Proposed group on Stakeholder engagement**

2 The practicalities of engagement

2.1 ICES meeting formats

Figure 2.1 describes the institutional organisation of ICES science and advice committees (Dickey-Collas and Ballesteros, 2021). The number and types of Steering Groups (e.g., missing Data Science and Technology) and associated Expert Groups may be out of date, but this broadly shows the committee structure including the Operational Groups of the ICES Science Committee (SCICOM) and the Steering Groups that sit beneath SCICOM and ICES Advisory Committee (ACOM). Each Steering Group manages a collection of Expert Groups, which are the engine rooms for ICES science (knowledge generation and synthesis) and may or may not be associated with Advice Provision depending on their purpose and individual ToRs.

Figure 2.1. The institutional organization of ICES science and advice committees.



Source: Dickey-Collas and Ballesteros, 2021. The colours of the expert groups reflect the nature of their membership and status, as described in the legend. The acronym Pubs refers to the operational group - Science Impact and Publication Group.

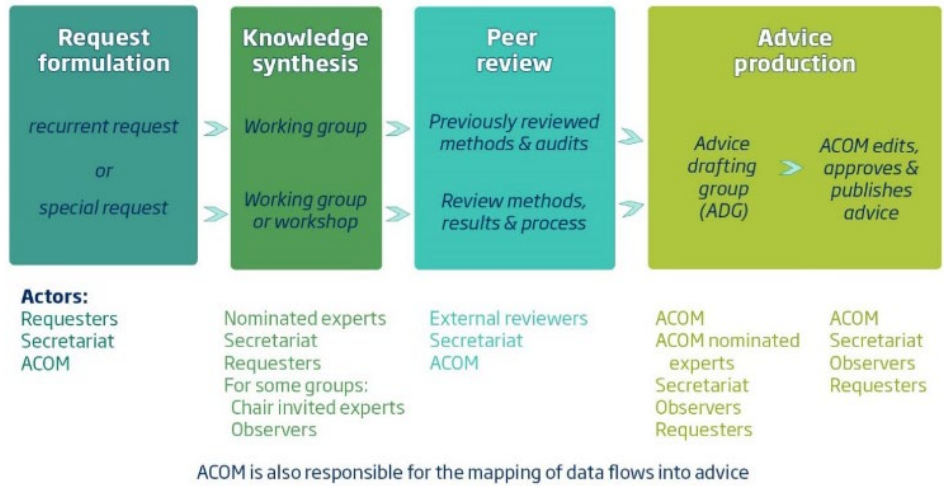
Stakeholder engagement in ICES groups/ meeting formats

During WKSTIMP discussions about stakeholder engagement were focused on Expert Groups (Working Groups and Workshops), Advice Drafting Groups (ADGs), and other groups/forums (e.g., Annual Meetings with certain stakeholders - MIACO and MIRIA, ICES Annual Conferences/Symposiums (e.g., ICES ASC), ICES Trainings and ICES Project Collaborations (see [ICES Webpage](#)) – Table 2.1.

Relevant to these discussions was understanding the ICES framework for the production advice. Figure 2.2 describes the stepwise process and the key actors/entities in ICES advice production - from request formulation, to knowledge synthesis and the role of Expert Groups (Working

Groups or Workshops), to peer review, and advice production (including the roles of the ADGs and ACOM). These are covered in more detail in Dickey-Collas and Ballesteros (2021) and in the Guide to ICES advisory framework and principles (ICES, 2023).

Figure 2.2. Steps in the production of advice and the actors/entities associated with each step.



Source: Dickey-Collas and Ballesteros, 2021.

Table 2.1 (adapted from ICES, 2022) simplifies ICES groups/forums and meeting formats, provides some examples (not exhaustive), and details the pre-Stakeholder Engagement Strategy status quo in terms of openness to certain participants and observers. This, along with technical guidelines (see [ICES Webpage](#)) for Expert Groups (ICES, 2022), Advice Drafting Groups (ICES, 2022), and other materials where the governance of expert groups and advice provision are described (Dickey-Collas and Ballesteros, 2021), were used as the basis for WKSTIMP discussions on possible Actions that need to be explored to implement the ICES Stakeholder Engagement Strategy, in the context of the different Stakeholder Roles (e.g., Expert, Contributor, Partner and Observer) identified in the Strategy and across specific ICES Groups/Forums and Meeting Formats.

Table 2.1 Outline of ICES Group/ Meeting Formats considered by ICES WKSTIMP and how open they are to Stakeholders, including Observers. Note: Stakeholder engagement in ICES Committees, Operational Groups and Steering Groups (Figure 2.1) were not discussed by WKSTIMP.

TYPE OF GROUP/ FORUM	TYPE OF MEETING & FUNCTION	EXAMPLES	PARTICIPANTS	OBSERVER
Expert Groups	Fixed-term and Advisory-related Working Groups (WG) –	Benchmarks Regional/Species Working Groups Requests for Services	Experts invited by the Chair(s) and appointed by National Delegates Some WGs open to Expert Participants on Request	Participants with Observer status may attend if they give advance notice
	<i>Knowledge Generation & Synthesis</i>			
Expert Groups	Workshops (WK) –	ICES Topics Special Requests	Experts invited by the Chair(s) and appointed by National Delegates. Open to Stakeholders as Experts/ Contributors	Participants with Observer status may attend if they give advance notice*
	<i>Knowledge Generation & Synthesis</i>			
Advice Drafting Group	Advice Drafting Groups (ADG) – <i>Advice Production</i>	Advice on fishing opportunities Ad-hoc Advice ACOM Advice approval	Experts nominated by the National Advisory Committee member or National Delegates	ICES Advice Requesters and Observers may attend if they give advance notice
Other	Annual Meetings	MIRIA MIACO	Open to Requesters Open to ACs and Observers	Not Open to Observers Open to Observers
	Conferences			
	Trainings	Annual Science Conference (ASC)	Open - Registration	Open - Registration
		Stock Assessment	Open - Registration	Open - Registration
	Projects	External Projects	Partners and Stakeholders by invitation	Not Open to Observers

* The Strategy acknowledges other observing mechanism: a) ICES members, and requesters of advice that are allowed to observe a given process; and b) scientists that are allowed to observe and/or apply participatory observation methods to a given process.

Source: Adapted from Slide 12 of Quick Guide to ICES-2022.

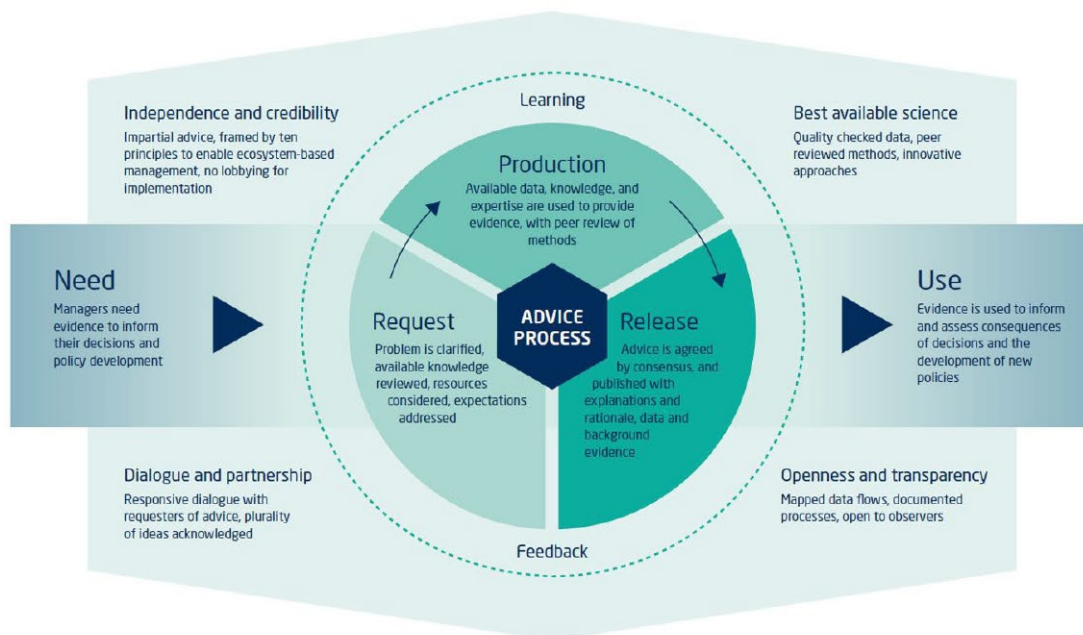
Practicalities of Stakeholder Engagement I - Activity 1: Example – Existing guidelines on ICES Management Strategy Evaluation Workshops

An example (Annex 4) was prepared as a case study to prepare WKSTIMP participants to explore what Actions are necessary to achieve the ICES Stakeholder Engagement Strategy Goals in different Groups/ Meeting formats? – See WKSTIMP Agenda (Annex 3)

It was highlighted that one ICES Workshop (WK) format open to all stakeholders that already have some guidelines which recognise the importance of stakeholder dialogue and engagement is the process of developing and performing management strategy evaluation (MSE). The ICES MSE guidelines outline several steps where there is a role for stakeholder engagement and input - that fit within the overall advice request-production-release process (Figure 2.3).

These MSE steps are identified in further detail in Annex 4 along with some perceived example challenges that could form the basis of possible Actions to be developed.

Figure 2.3. The ICES framework for the provision of advice



Source: Guide to ICES advisory framework and principles (ICES, 2023)

The challenges identified in the example touched on how managers and ICES engage stakeholders early on in the MSE process (e.g., during request formulation and protocol review); how ICES can work closely with requesters of advice to enhance stakeholder participation, inputs (e.g., stakeholder data, knowledge, information), feedback (perspectives and preferences) throughout an MSE process (e.g., during workshops and having dialogue on preliminary results); what roles stakeholders have in the advice drafting part of the process based on MSE workshops and results; and what do sufficient communications of ICES Workshop conclusions/ recommendations look like; and, what additional feedback mechanisms or loops are necessary?

It was discussed that lessons could also be learnt from other ICES Workshops that have been successful in engaging more diverse groups of appropriate stakeholders e.g., WKIRISH, WKTRADE. The example of ICES MSE Workshops along with WKSTIMP participants' experiences from various ICES Workshops, Working Groups, Advice Drafting Groups and other ICES Meetings/Events were used to explore and identify possible actions necessary to achieve the ICES Stakeholder Engagement Strategy Goals in different Groups/ Meeting formats – this exercise was undertaken using Mural (Annex 8). The identified actions were then further unfolded/unpacked in Day 2 and Day 3 of WKSTIMP – see Section 2.2 and Section 2.3.

2.2 Transversal actions related to all meeting formats

The brainstorming of potential actions for the different participatory avenues prompted ideas on transversal actions. All proposals are listed in Table 2.2, while the comments indicate whether they become a single action (4), a best practice (3), or already ongoing (1).

For instance, organizing participatory workshops before/after each ICES WG could be counter-productive and should be assessed individually rather than becoming a default rule.

Likewise, addressing language barriers requires a strategic and case-by-case approach to make it cost-effective and proportional to the target audience. One way to address this would be to creating a checklist for the Groups to complete beforehand or adding mandatory fields to the ToR. As a standalone action, it does not imply too much burden; but when considered in the context of all actions proposed for the Implementation Plan, it contributes to heavy paperwork. Therefore, WKSTIMP suggests them as best practices to be gradually implemented across the system.

Table 2.2. List of proposed transversal actions related to all meeting formats.

Proposed Action	Description	Comments
Identify organisations (open call for application) that represent stakeholders that can provide technical, and evidence-based input. <i>Action 2</i>	Requires previous work on stakeholder identification, by undertaking a screening process. This can be achieved both through a standing open call and refining ICES existing database.	Inclusivity of stakeholders is key to identify relevant contributors. Look at what other international organisations do (OSPAR, STECF...).
Set up a data collection process to feed stakeholders input into ICES meetings and scientific advisory process. <i>Action 4</i>	Preparatory work to standardise data collection and compilation from fishing sector and other stakeholders and setting up binding protocols for data collection defining beforehand a minimum for the intended use and availability of the data.	Some experience available in ICES through data compilation workshops preparatory to benchmark workshops. WKENSURE (completed) and WKAFPA (forthcoming) address this specifically.
Establish guidelines and mechanisms for each group to ensure equity and balance in power relations. <i>Action 5</i>	Ensuring equal stakeholders' participation is key for the success of a well-performing engagement strategy.	Look at existing ToR and guidelines for ICES groups made for Chairs and scientists.
Organise a participatory workshop with key stakeholders before and/or after the ICES Working Groups. <i>Best practice</i>		There are trade-offs to consider on benefits (added value of meetings) and drawbacks (stakeholder fatigue, WG capacity), so it must look at on a case-by-case basis depending on sensitivity of topics (e.g., VMEs).
Address on a case-by-case basis any potential existing language barriers that undermine stakeholders' participation in meetings. <i>Best practice</i>	Simultaneous interpretation services could be provided at certain ICES meetings as well as translation of main outputs and reports to ensure understanding and encourage active involvement of non-English speaker stakeholders.	This issue has been raised before at ICES meetings by Advisory Councils (ACs). Some ACs have already borne the costs of these services as ICES only works in English.

Proposed Action	Description	Comments
Ensure timely and comprehensive feedback of deliberations and outcomes of meetings to concerned participants and stakeholders. <i>Best practice</i>	Participants at meetings such as workshops could be involved in the drafting of sections of the report or make comments to them. Agreed action points and recommendations of reports should be published.	MIACO/MIRIA could be a good “test case” laboratory for this.
Improve implementation of quality assurance in ICES advisory products. <i>Ongoing</i>	A paragraph should be included at the beginning of each ICES advice explaining how quality assurance and transparent assessment frameworks are implemented.	This is already in the advice but there has been complains by stakeholders in MIACO asking for better reflection.
Clarify the roles and attributes (observer, expert, partner and contributor) when inviting stakeholders to provide input in relevant groups and formats (special request for advice, dependent fisheries data compiled...).	The Chairs of ICES groups should make suggested roles clear when inviting stakeholders to workshops, working groups and/or ADG meetings. The invitations should be clear in terms of describing what activities the stakeholders are expected to contribute.	Suggestions were made to allow Stakeholders suggest any changes in their role providing evidence or justification, where necessary. That will contradict the spirit of the Strategy, that sets the roles according to the process and output the engagement delivers within the ICES system*, managing expectations and providing transparency and accountability.
<i>Action 6</i>		

*For instance, a stakeholder invited to participate in an expert group join it as an “Expert” and whatever the rationale she/he may argue to be, for instance, a “Partner” will not be applicable to the rules that govern Expert Groups. Likewise, a stakeholder being an “Observer” during an advisory process might claim to be a “Partner”, which is not feasible.

2.3 Actions related to specific ICES Groups

Some actions identified during WKSTIMP were very specific to ICES Groups/ Meeting Formats:

Expert groups are groups of scientists or experts who collaborate during scheduled meetings, and often intersessionally, to develop science and the basis for ICES advice. The term expert group includes working groups (more substantial groups with recurring terms of reference for one or three years) and workshops (one-off groups, or a series of one-off groups, with terms of reference for one year) (Dickey-Collas and Ballesteros, 2021).

All Expert groups create or synthesize knowledge. The advisory process relies on this knowledge to be the evidence base for the advice creation, but the advice creation requires the dialogue with advice requesters to fully understand the question and thus required knowledge and also translate the knowledge into an answer to the question being asked

The debate highlighted that contributors could be more involved in request development/ protocol review/ and agenda design. Exploring this idea entailed two different paths:

- Working Groups (particularly Integrated Ecosystem Assessment [IEA] Groups) planning/willing to engage with stakeholders, mainly with an information exchange focus. While the aim is to enable a dialogue on strategic objectives and associated trade-off spaces, the groups need to advance gradually in that process. There have been activities already organized to include stakeholders (e.g., WGINOSE carried out a conceptual mapping exercise; WGMARS organised and exercise with sand and gravel industry).
- For non-recurrent requests for advice (e.g., Special Requests). One Workshop related example are MSE requests (see Annex 4), where there are early discussions about framing questions, objectives and harvest control rules to be investigated by ICES.

Some challenges were discussed during the definition of potential actions. Firstly, special requests often come from requesters of advice. This is external to ICES – and Requesters should have their own stakeholder engagement processes (beyond scope of WKSTIMP). In addition, some stakeholders may be interested but are unable to attend and/or contribute – possibly introducing sectoral bias by their absence.

Secondly, the needs and expectations of the groups may differ. For the IEA groups, WKSTIMP proposes running a pilot initiative to enhance methods and guidelines for stakeholder engagement, starting with the WGINOR (Action 7) The rationale for the selection of the group is the scope, maturity and agency capacity to align their workplans. Likewise, a pilot initiative could be developed with an MSE workshop (Action 8). The pilot could be supported by the experience of other groups, in particular WGINOSE.

For **Advice Drafting Groups** [specific groups are listed in Annex 10 of ICES (2021a)], membership is limited to experts nominated by ICES Council delegates.

WKSTIMP proposes the following actions:

- To explore what intermediate advice products could be developed that allow the dialogue with stakeholders and identify technical or process related shortcomings of scientific results/advice (Action 9). This exercise should address the risk of creating endless interactions and be framed in the broader debate about developing advice for policy development and not only for decision-making
- To set up an iterative way to “sense check” (proofread) the advice with stakeholders before finalising the advice (Action 10). Sense checking could include a review step that focuses on readability (e.g., language) and understanding (e.g., of text and figures). Any major technical issues identified with advice could be fed back to the Expert Groups to address at the next opportunity.

While the benefits from Action 9 and 10 are clear, the potential trade-offs in terms of responsiveness, agility and timelines of the advice should be noted and addressed in the implementation phase.

- To improve awareness that observation is possible at Advice Drafting Groups (ADGs) (Action 11). It was discussed that ICES should make it be possible to be notified of ADGs and what processes you can participate in as an Observer.

WKSTIMP also discussed the role of Observers in ADGs. The provisions included in the current Observer policy (ICES, 2013) allow for any observer admitted to a meeting:

- making oral statements during the meeting upon the invitation of the Chair;
- distributing documents at meetings through the Chair;
- engaging in other activities as appropriate and as approved by the Chair.

The participants were informed that ICES is planning to review the Observers policy, and considered the Monitoring system may be used to inform that process (see Section 3.2, stage 1). WKSTIMP agreed the observe strategy needs to be reviewed and suggest this should be done along with the Stakeholder Engagement Strategy and the results of WKSTIMP.

In the meantime, WKSTIMP suggests exploring the feasibility of ADG Chairs to enable a feedback channel outside the ADG-setting (Action 12), to share what Observers may have perceived as needed for future implications, actions to further improve on the advice objects, or inputs to improve on perceived weakness of the advice at the next opportunity. The Chairs and/or ICES Secretariat make folders to file these remarks for future considerations. This action points towards delivering holistic advice and considering the implications of opening ADGs to stakeholder participation while preserving the integrity and independence of both products and processes.

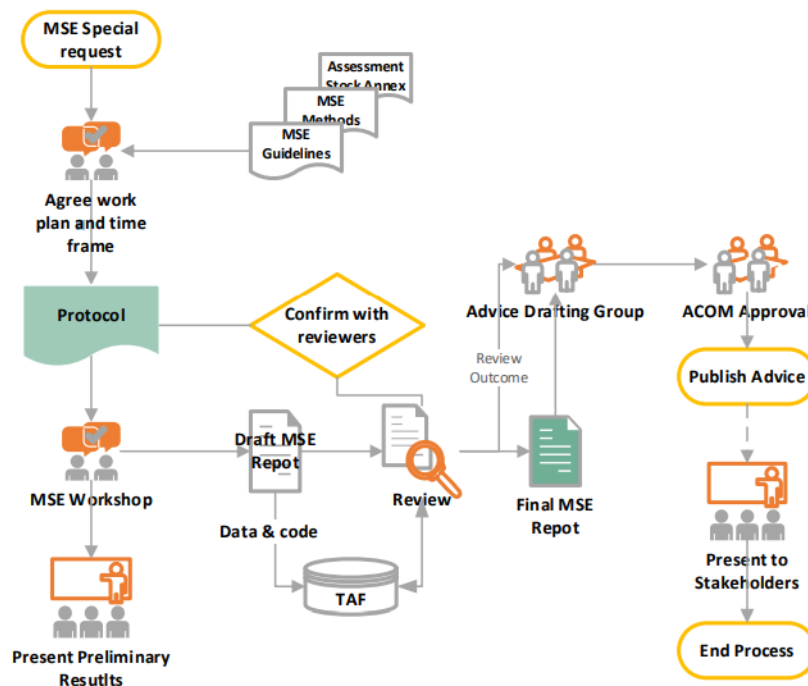
During discussions, the focus was mainly on the advice process. However, WKSTIMP acknowledges that the science creation process feeds into advice. The suggested actions across the science and advice streams will show in the advice quality and transparency.

2.4 Tracing stakeholder participation in ICES

The ICES communication agenda already includes raising awareness and improving the understanding of how ICES works. However, the implementation of the Strategy calls for a step forward beyond business as usual. Any stakeholder, engager or ICES body should be able to find out what happens from the moment a stakeholder accesses the ICES system to the final output. Sometimes the process is straightforward: a Chair invites a stakeholder to an Expert Group, who then joins the meeting, participates in the discussions and reporting processes, and the final report is released. However, in certain cases, processes may follow a more flexible path. For example, a stakeholder may be invited to participate in a workshop that focuses on a specific topic. Depending on the nature of the interaction during the meeting, the stakeholder's involvement in the process may or may not continue beyond that point. For all, drafting a step-by-step process risks getting too messy or over-simplifying them.

WKSTIMP acknowledges the challenge but considers it a priority to have a transparent, understandable and yet comprehensive view of the potential avenues for engagement with ICES available online (Action 13). The options to implement this action may include having static synthetic descriptions of major processes for the four roles (Expert, Observer, Contributor and Partner), generating detailed visualizations (see Figure 2.4) or developing online interactive options.

Figure 2.4. Description of a Management Strategy Evaluation process within ICES.



Source: Workshop on Guidelines for Management Strategy Evaluations (ICES, 2019).

A practical implementation of the Stakeholder strategy needs framing in the broader social and political context. ICES operates at the science-policy interface, but stakeholder interactions also occur in the science and policy realms. Stakeholders’ interaction permeates the system (Ballesteros & Dickey-Collas, 2023), adapting management processes to include stakeholders (e.g., consultative bodies), setting legal requests for stakeholders’ engagement (e.g., impact assessments, mandatory public consultations), providing incentives for involvement (e.g., in research programmes), and multiplying science-policy-society fora. In parallel, the scientific community has accumulated evidence from more than eighty years of implementing participatory research approaches.

The complex web of stakeholder interactions at the science and policy levels generates tensions between participatory governance and representative democracy (Hisschemöller, 2005). In practice, an organization engaging within ICES may be a member of an Advisory Council¹, be integrated into an umbrella organization, advocate positions at national and supra-national parliaments, actively participate in public consultations, join forces at international platforms, etc. The capability to engage combined with the multiplication of engagement possibilities may unintentionally prompt overrepresentation, cloud transparency, and degrade accountability (Ballesteros, 2023).

¹ For instance, in the European Union, the Advisory Councils (ACs) are stakeholder-led organisations that provide the Commission and EU countries with recommendations on fisheries management matters – more info: https://oceans-and-fisheries.ec.europa.eu/fisheries/scientific-input/advisory-councils_en

ICES can contribute to the debate with three actions:

- i. Address the topic within the ICES scientific network, mobilizing existing expertise. For instance, using Social Network Analysis² (Fuller et al, 2023) to explore interactions within and beyond the ICES engagement processes.
- ii. Generate systematic evidence of stakeholder interaction within ICES through the monitoring and evaluation system (see Section 3).
- iii. Prompt reflective thinking with stakeholders and the traditional ICES network particularly when interacting as partners with ICES.

These actions can be catalysed through the WGENGAGE (Action 14).

Beyond ICES engagement, ICES participates in co-engagement activities driven by other actors (industry, scientific bodies, governments and international organizations) to which the Strategy may not be directly applicable (see Section 4.2). The nature of the event and the specific agreements between parties will determine how the interaction is managed. However, WKSTIMP recommends that the Strategy principles inform those activities as common practice.

2.5 Research ethics, data protection, informed consent

ICES is strongly committed to the highest standards of research integrity and recognizes the paramount importance of upholding research ethics, ensuring data protection, and obtaining informed consent from participants.

At ICES, ethical considerations encompass a wide range of principles and guidelines that govern the conduct of research involving humans, animals, and the marine environment. The Council emphasises the need to respect the rights, welfare, and dignity of all individuals affected by the research process. This includes researchers, participants, local communities, and the marine ecosystems under study (ICES, 2022).

To ensure the highest ethical standards in participatory processes, ICES provides guidance and support to its members, researchers, and affiliated institutions through the [Code of Ethics and Professional Conduct](#) (ICES, 2022). This includes definition of core values, gender equality, diversity, equity and inclusion as well as ethical review processes, and resources that promote responsible research conduct. By upholding research ethics, data protection, and informed consent, ICES strives to foster a culture of integrity, transparency, and accountability in participatory processes.

In the context of the Stakeholder Engagement Strategy, ethical considerations should apply to all interactions between ICES stakeholders during their participation in ICES activities. To ensure good ethical practice, ICES stakeholder engagement should, on a case-by-case basis, consider issues such as conflict of interest, confidentiality and anonymity, transparency, and engagement fatigue, among others. Guidance for identifying and addressing potential conflict of interest in ICES science and advice can be found in the Code of Ethics and Professional Conduct (ICES, 2022). Further elaboration of conflict of interest in science-industry cooperation can be found in the report of WKENSURE (ICES, 2023).

² WGMARS carried out a social network analysis (SNA) of ICES expert groups for the years 2015-2019 to explore interactions of these groups and implications for interdisciplinary research and advice on ecosystem-based fisheries management. More info: <https://www.ices.dk/community/groups/Pages/WGMARS.aspx>

Safeguarding stakeholder confidentiality – especially those acting as experts and contributors – may or may not be called for during a given ICES activity; nevertheless, ICES should always make available and disclose the option for stakeholders to share ideas and opinions anonymously. Transparent engagement should help ensure fair science and advice processes, by addressing information deficits between different stakeholders. Additionally, stakeholders' over-engagement can contribute to fatigue, which jeopardises the quality of their engagement and their future collaborations with ICES. Fatigue affects not only science and advice quality but is itself a negative mental state that raises ethical concerns and as such should be avoided.

Data protection is another critical aspect of research conducted at ICES. Given the vast amount of data collected and analysed, ensuring the confidentiality, integrity, and security of research data is of utmost importance. ICES adhere to international data protection regulations and standards, ensuring that data are handled in a responsible and ethical manner. This includes implementing appropriate measures to protect personal information and sensitive data, as well as facilitating transparent data sharing practices that respect privacy and intellectual property rights ([ICES privacy statement](#)).

Informed consent lies at the heart of ethical research practices, and ICES recognizes its significance in maintaining the trust and cooperation of research participants. It is the responsibility of ICES Expert Group chairs that stakeholders fully understand what their participation amounts to and entails in expert group meetings. Therefore, the Council encourages Expert Group chairs to obtain informed consent from individuals involved in ICES meetings, ensuring they have a comprehensive understanding of the meeting objectives (i.e., ToRs), procedures, potential risks and benefits, and their right to withdraw at any time without consequence. ICES places particular importance on respecting the rights and traditions of indigenous communities and local stakeholders when seeking their consent to participate in participatory processes by adhering to the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

In regards to consent surrounding engagement fatigue, *'informed consent is implicated... insofar as participants are rarely informed of the risks of (engagement) fatigue even though it might impact their decision to participate'* (Ashley, 2021). As such, obtaining stakeholders' informed consent requires notifying them of the risk of fatigue. This is of increased relevance to stakeholders that are participating for the first time in ICES activities and therefore are unfamiliar with their roles and responsibilities, and for stakeholders that engage frequently and thus are at a higher risk of fatiguing.

From discussions held between WKSTIMP participants, there were some weaknesses flagged within ICES available resources (i.e., Code of Ethics and Professional Conduct), particularly facing the increased participation of stakeholders with different backgrounds in ICES meetings, whose behaviour might affect the successful interactions between all participants. For instance, some of the potential issues that were highlighted during the workshop referred to the following items:

- i. Resources available have limitations in their content and do not include key aspects such as engagement fatigue, unconscious bias, reluctance, resentment or hostility as well as clear definitions surrounding data protection and informed consent when taking part in ICES meetings;
- ii. Limited time for participants of ICES meetings to acknowledge the available resources (i.e., ICES Code of Ethics and Professional Conduct) before attending the meeting;
- iii. Lack of formal mechanisms for obtaining informed consent which might lead to potential issues such as fatigue or legal backing;
- iv. Limited interest on the resources available;

In this regard, some improvements were suggested by WKSTIMP participants that could help uphold the highest standards of research ethics, data protection, and informed consent when participating at an ICES meeting. For instance:

- i. Embedded links added to the current guidance with visual explanations (i.e., video tutorial) for each of the principles (i.e., unconscious bias and how to deal with it when facing it). This is expected to increase understanding and facilitate participants going through these sources whilst taking breaks from reading meeting documents, therefore ensuring higher rates of acknowledgement and adherence to ICES research ethics, data protection, and informed consent principles (Action 15);
- ii. Require participants to explicitly acknowledge available resources by incorporating this specific information in the welcome package sent by chairs ahead of the meetings. For example, including a sentence at the end of the email stating *“by participating in ICES meetings, you agree on having acknowledge and abide by the ICES [Code of Ethics and Professional Conduct](#), data protection, and informed consent”* (Action 16);
- iii. Diagram with links to available resources for participants to have ahead of the meetings. The plurality of meetings and resources suggest this to be assessed individually and considered a best practice instead of an action

2.6 Managing conflicts of interest

During WKSTIMP participants explored how the ICES Stakeholder Engagement Strategy (2023) and the forthcoming ICES Stakeholder Engagement Strategy Implementation Plan will need to carefully consider the ICES Conflicts of Interest (CoI) policy as it relates to all types of Stakeholder Roles (Expert, Contributor, Partner, Observer) in ICES work.

ICES has the ambition to be an inclusive organization that judges experts' inputs into ICES work based on their expertise, behaviours, and contributions rather than their affiliations. To ensure credibility, salience, legitimacy, transparency, and accountability in ICES work and to safeguard its reputation as an impartial knowledge provider, all contributors to ICES work are required to abide by ICES Code of Ethics and Professional Conduct (ICES, 2022). This code provides guidance on identifying and handling conflicts of interest, sets standards for behaviours of ICES experts, and defines the responsibilities of those contributing to ICES work. Experts with potential or perceived conflicts of interest can be included if they follow the ICES Code of Conduct and demonstrate their capability to manage those conflicts (ICES, 2022).

It was noted that the ICES Code of Ethics and Professional Conduct recently underwent review, update, and publication in 2022. Section 4 of the ICES Code of Ethics and Professional Conduct (ICES, 2022) includes substantial detail on ICES CoI policy, including a Code of Conduct, details on its application and the roles of National Delegates, Chairs and Scientists participating in ICES Expert Groups, Review, and Advice Drafting Groups and ACOM/ SCICOM meetings, as well as actions to take in case of a perceived or actual breach of the Code of Conduct. Furthermore, ICES Technical Guidelines (e.g., Guidelines for Expert Groups) also provide additional details on Group/ Meeting format guidelines – including details on handling actual, potential, or perceived CoI.

ICES Code of Ethics and Professional Conduct describes that a CoI can arise *“when there is an actual, potential, or perceived possibility that a scientist or adviser makes a contribution to ICES work that is not based on a systematic scientific review of the available information and evidence. An actual, potential, or perceived CoI arises because the decision or outcome of a process may be influenced, or is perceived to be influenced, by self-interest, professional-interest, external pressures, and other factors.”*

The key aims of the CoI policy are to:

- **Ensure scientific independence and impartiality:** Experts contributing to ICES science and advice must maintain scientific independence, integrity, and impartiality.
- **Minimization of conflicts of interest:** Behaviours and actions of experts should minimize the risk of actual, potential, or perceived conflicts of interest.

Conditions under the current CoI guidelines applies to:

- **Experts:** These are defined in the CoI policy as scientists participating in ICES Expert Groups, Review and Advice Drafting Groups, and ACOM/SCICOM meetings. They are expected to maintain scientific independence, integrity, and impartiality and must abide by the ICES Code of Conduct, declare any conflicts of interest, and actively manage them.
- **National Delegates and Chairs:** These play a crucial role as gatekeepers in nominating Experts. They are responsible for ensuring that all experts contributing to ICES work are aware of the ICES Code of Conduct. They must identify and assess conflicts of interest before nominating experts and only nominate or invite those who provide adequate evidence of their commitment to the Code of Conduct.
- **Stakeholders:** The CoI policy briefly mentions ICES may occasionally run meetings intended to solicit stakeholder views, where participants are asked to represent specific professional interests explicitly identified by the Secretariat before the meeting.

In summary, all participants, including the Chair, must declare any conflicts of interest and their commitment to abide by the Code of Conduct before commencing their work. The Chair has the responsibility to ensure these declarations are made. General principles for recognising and declaring conflicts of interest include:

- **Err on the Side of Caution:** When uncertain about whether an action or activity constitutes a conflict of interest, all persons engaged in ICES work are expected to err on the side of caution. They should identify, disclose, and manage any actual, potential, or perceived conflicts of interest.
- **Seek Feedback and Transparent Discussion:** In situations involving conflicts of interest, all stakeholders involved in discussions are expected to actively seek feedback from one another. They should engage in open and transparent discussions in line with the expectations outlined in the Code of Conduct.

Section 4.5 of the Code of Conduct outlines the actions to be taken in case of a perceived or actual breach of the Code. The expert involved must seek feedback on resolving the breach. If the issue remains unresolved, the Chair should consult the Secretariat, and if necessary, exclude the expert from the meeting. The Secretariat will provide an annual report to the Council, listing breaches (ICES, 2022).

A WKSTIMP Task Force [see WKSTIMP Agenda, Day 2 (Annex 3)] critically discussed the latest ICES CoI policy to identify any issue/challenge in the context of the ICES Stakeholder Engagement Strategy, and to identify possible solutions/actions that could be considered (Table 2.3).

Table 2.3. List of proposed Actions related to ICES Conflict of Interest (CoI) guidelines.

Proposed Actions	Description
<p>Recommendation. For ICES SCICOM and ACOM to ensure the CoI section of Code of Ethics and Professional Conduct aligns with an update to the ICES Observer policy.</p>	<p>The CoI section in the Code of Ethics and Professional Conduct is written with Delegates, Chairs, Experts and Stakeholder participants in mind. In terms of content and instruction it was viewed as sufficient, however, the language used in the Code of Ethics and Professional Conduct does not wholly reflect the Stakeholder Roles (i.e., Observer) defined in the ICES Stakeholder Engagement Strategy.</p>
<p>Action 17. For ICES SCICOM and ACOM to consider an update the CoI section of Code of Ethics and Professional Conduct to provide guidelines related to specific Stakeholder Roles. If major revision is not possible (i.e., review after 5 years) then it was discussed that the updating and cross-referencing of other ICES Technical Guidelines (e.g., Guidelines for Advice Drafting Groups, Expert Groups etc.) may be an option to better describe how CoI policy applies to Experts, Contributors, Partners and Observers at specific ICES Groups/ Meeting formats.</p>	<p>Section 4.2 and 4.3 of the CoI section applies mainly to Experts (Scientists) – It was acknowledged that whilst the CoI generally applies to all participants in an ICES Group/ Meeting Format, there is only brief mention of CoI related to Stakeholder participants.</p>
<p>Action 18. For ICES SCICOM and ACOM to consider an update of the CoI section of Code of Ethics and Professional Conduct to better link to the rules for social media/sharing during advice production. For example, see Guidelines for ICES Expert Groups (2021) – Section 3.6.2.</p>	<p>A question was raised about how the guidelines for the CoI apply in terms of Stakeholders potentially sharing information with their constituency or publicly (e.g., meetings externally to ICES or social media) before it is ICES Advice – e.g., during an Expert Group or before report/advice publication.</p>
<p>Action 19. For ICES SCICOM and ACOM to consider sharing an example of a “perceived CoI” in its Technical Guidelines or in the CoI section of Code of Ethics and Professional Conduct.</p>	<p>It was discussed that the scope of “perceived CoI” is an open term with a lack of example.</p>
<p>Action 20 To ensure greater efficiency there could be adjustments made to the process – For example, a stakeholder starter pack sent by the ICES Secretariat to meeting participants could include relevant guidelines and a simple read and tick declaration/form on CoI to be filled out before a meeting (via email/link).</p>	<p>It was discussed that the implementation of the CoI declaration process at the start of ICES meetings can vary in terms of depth of coverage and duration. Often a careful balance needs to be struck between time spent on meeting admin and getting onto core business.</p>

Finally, WKSTIMP discussed the recent work of ICES WKENSURE to develop guidance for identifying, assessing and managing potential conflicts of interest (CoI) in data and information provision to ICES. After the Workshop the actions identified by WKSTIMP in Table 2.3 were cross-referenced with the draft report of WKENSURE to identify if any are new/additional to those recommendations identified by WKENSURE. In relation to Action 20 it was noted that *“WKEN-SURE recommends keeping formal track records of any CoI related issues in data provision and any nec-essary resolution as well as CoI declarations or occurrence in all expert groups.”* Both workshops have proposed small changes to the process of recording COI in ICES groups/ meeting formats. WKSTIMP notes that ACOM and SCICOM should consider actions from both WKSTIMP and WKENSURE when addressing the topic of CoI in the Stakeholder Engagement Strategy Implementation Plan.

2.7 Ensuring transparency in ICES processes

According to the definition of Wilson (2009), “*transparency makes accountability possible and is the main safeguard against manipulation*”. Transparency is already embedded and constitutes an integral part of both the ICES advisory framework and principles³. One of the key principles of ICES is that “*roles, responsibilities and expectations must be transparent*”.

Transparency is recognized by WKSTIMP as a key component to build trust in any interactive process between scientists, policy makers and stakeholders. However, there is a need to find the right balance between achieving greater transparency in the ICES scientific and advisory processes from one end; and to avoid proliferation of bureaucracy and documented evidence from the other.

Transparency is a core tenet of the ICES stakeholder strategy and is embedded in the principles.

Figure 2.5. ICES Stakeholder Engagement Strategy Principles.



Source: ICES Stakeholder Engagement Strategy.

Furthermore, transparency of the ICES advisory process and the delivery and publication of clear and unambiguous advice is fundamental for an effective ecosystem approach. However, the nature of advice requests is broad, and each individual advisory product must be tailored on a case-by-case basis so that it is accessible and understandable to all interested non-experts.

Science has a uniquely high potential to be the knowledge base for collective action. This potential is not a product of science’s “truth” but of science’s radical commitment to transparency. The scientific method in its ideal form strives to be all about transparency and the clear articulation of knowledge in a way that can be clearly challenged, i.e., held clearly accountable for the veracity and plausibility of its assertions. This idea has an ironic tinge that stems, in fact, from the paradoxes of transparency. Science uses special tools and techniques, especially quantification, to create claims of truth that are clearly stated and able to be challenged. But these very techniques, meant to guard transparency, require skill and training to understand. They have also developed into cultural images with great rhetorical power. In practice, one might say, science suffers intrinsically from “transparency-induced opacity” (Wilson, 2019).

³ The guide can be found here: <https://doi.org/10.17895/ices.advice.7648>

Regarding requests for advice, they are not always science-based only but may also relate to issues governed by normative, ambiguous, or even incompatible policy or legislative goals and objectives.

In responding to these more complex requests, it is not ICES role to reconcile these objectives; rather, the organization strives to provide evidence-based advice that takes account of the ambiguity and complexity in societal objectives, illustrating the consequences for each of the policy choices presented. This requires an iterative approach with a high degree of transparency and consultation with advice requesters, including the European Commission and Member States, to manage expectations and avoid (intentional or unintentional) misinterpretation.

Last, transparency is a concept that goes beyond ICES remits. The legitimate stakeholders have duties and responsibilities in contributing to ensuring the transparency of the process, namely by sharing the outputs with their constituencies (if applicable); likewise, stakeholders must fully respect the confidentiality conditions that ICES applies, particularly in the advisory process.

A WKSTIMP Task Force [see WKSTIMP Agenda, Day 2 (Annex 3)] critically discussed the latest ICES transparency policy to identify any issue/challenge in the context of the ICES Stakeholder Engagement Strategy, and to identify possible solutions/actions that could be considered (Table 2.4).

Table 2.4. List of proposed Actions related to Transparency.

Proposed Action	Description	Comments
Expand the scope of transparency beyond the current scope of ICES Code of Ethics, to cover the whole scientific process.	Transparency is only mentioned 2 times in the ICES Code of Ethics and refers only to Col and code of conduct of participants but not to the scientific process itself.	This proposal does not necessarily require a formal amendment of the ICES Code of Ethics, although this possibility should be not disregarded.
Look at best practices in other international organisations or scientific bodies to see how they deal with transparency in science.	Transparency should be a core value informing all stages of the scientific process.	A benchmark exercise must be required and adequate resources provided to such purpose – question to be dealt with by WKENGAGE?
Define in each of the scientific products the procedures and methods.	All the assumptions must be clearly stated (not only technical but also political) used in stock assessment “black box” model to avoid “blind belief” on how the system works.	Helps to increase trust, credibility and impartiality on the ICES products, and avoids hiding political bias
Feedback loops need to be iterative and periodically reviewed.	The culture of the organisation should support transparency and accountability.	This element could be part of the Strategy review every 3 years.
Establish a clear protocol for invited participants (e.g., experts, contributors or observers) on how to deal with sensitive data.	The aim of this proposal is to avoid leaking on access and availability to sensitive data that might undermine trust in the process. ICES has to respect political decisions, e.g., EU DCF defines all data as private data.	Distinction could be made between economic data (sensitive) and data about the resources (environment). A political decision needs to be made beforehand on what can be made public and what cannot.

Main issues identified by WKSTIMP: proposals to improve transparency

At the WKSTIMP, it was pointed out that transparency is only mentioned two times in the ICES Code of Ethics and its scope is narrowed to the areas of “Conflicts of Interest” and the “Code of Conduct” but does not relate to the scientific process itself.

The WKSTIMP suggested broadening the scope of transparency to cover the full scientific process to be coherent with the definition of transparency within ICES as a core value of science. The full scientific process means not just the ‘scientific method’ but also includes availability of data (including explanation of the reasons why data is not available), the selection of value choices such as policy choices and stakeholder wishes and the assumptions made by scientists which may be value based (and thus biased), due to data, model, or process availability. It also means at the other end the communication of results and thus selection of what aspects need to be communicated and what aspects can remain shrouded in the opacity of the process.

With the view to make this idea operational, it was recommended that a comparative overview of best practices (Action 21) should be carried out to assess how transparency is implemented in international marine organisations (including RFMOs and RSCs) or national scientific bodies.

The WKSTIMP widely supported articulating an iterative process built on increasing transparency in the scientific advisory process. This will help to promote trust, credibility, and impartiality on the ICES output products. It will also help further avoid hiding (intentionally or unintentionally) political bias and to enable accountability. To achieve this, a clear definition of each of the ICES products, procedures and methods must be put in place; as well as a public disclosure and statement of all the assumptions (not only technical but also political) used in a “black box” assessment model.

Transparency should also be a tool to measure accountability, with feedback loops and periodical reviews (see also Section 3.1). The compliance of the actions with the transparency and accountability could be integrated in the monitoring and evaluation process (Section 3).

However, there are exceptions to the transparency principle aimed to preserve the confidentiality of personal and sensitive information. Confidential conditions are usually indicated in ICES procedures. Special care and attention must be paid to access to and availability of commercially sensitive data, such as small sampling size (e.g., only fishing in one area), limited no of reference fleet boats, etc. There is tension between the legal or political definition of confidentiality as stated in the EU Data Collection Framework in force (where the concept of commercially sensitive data is foreseen) and the scientific consideration of what can be consider confidential in terms of science and access to environmental data in accordance with the Aarhus Convention. A clear political decision must be made by the requesters of advice on what level of information can be made public and what must remain private and confidential. For this reason, a clear protocol must be set in place by policy makers on how to treat confidential sensitive data by invited Experts and Observers to a meeting to avoid data leaks and breach of confidentiality cases. Such protocol can be included in Action 4 (see Section 2.2. and Section 2.8).

It must be reminded that despite being an independent and intergovernmental scientific organisation, ICES must abide by the ICES Strategy, science and advice plans agreed by ICES Member States.

The debate however remains and will likely evolve in the coming years. An obvious distinction to make would be between economic data (sensitive) and data about the environmental state of the resources (recruitment, hotspots, oceanographic data...). From a data provider point of view, confidentiality could be also looked at who provides and submits the type of data collected (e.g., a scientific institute, governmental body, or industry fleet) and how this information is shared (e.g., CCTV data or logbook sent to MS or ICES on a voluntary basis).

Finally, WKSTIMP commented on the issue of transparency beyond ICES remits. It concluded that it might be somehow an ICES issue in the sense that exclusive and selective scientific language is used: this might be an effective communication barrier as only representatives of the fishing sector with deep understanding the scientific and technological language could access and actively be engaged in such meetings open to stakeholders.

The ultimate aspiration would be to make tangible progress in turning the scientific process in most inclusive and understandable as possible to the level of plain marine and maritime sector and other interest group representatives and the whole spectrum of civil society. This must be an exercise of co-responsibility between ICES and member states. To achieve this, considerable work and resources should be dedicated on awareness and communication, including training courses for ICES Chairs who are natural scientists to convey scientific arguments in an understandable manner to fishers or stakeholder representatives. This is linked to the communications section of the report. There is also room for improvement on input and inclusivity of stakeholders for their buy-in in the production or generation of intermediate advisory products.

2.8 Additional issues discussed by WKSTIMP

Stakeholders are providers of data, information, and knowledge. How these can be integrated into the ICES system is a recurrent topic with many edges:

- From a scientific point of view, how to integrate scientific and experience-based knowledge has been addressed by multiple groups and workshops (e.g. the Working Group on Fisheries Systems WGFS, 2001; the series of workshops from 2015 to 2019 on an Ecosystem Based Approach to Fishery Management for the Irish Sea, WKIRISH or the Workshop on Science with Industry Initiatives, WKSCINDI, 2019, WGICA works on integrating indigenous knowledge to the Integrated Ecosystem Assessment of the Central Arctic Ocean).
- From an operational point of view, the Workshop on developing guidance for ensuring the integrity of scientific information submitted to ICES by data providers (WKENSURE, 2023) developed guidance for identifying, assessing, and managing potential conflict of interest (CoI) in data and information provision that may affect the integrity of ICES science and advice⁴.
- From a perspective understanding point of view, it will be analysed by the forthcoming Workshop on accounting for fishers and other stakeholders' perceptions of the dynamics of fish stocks in ICES advice (WKAFFPA, October 2023)

The benefits and risks associated to the provision of data, information and knowledge by stakeholders are well-known [Steins et al., 2022]. What is useful for the Stakeholder Strategy and Implementation Plan is to understand how the risks have shown in the ICES system, tailoring specific actions to address them.

⁴ The report can be found here: <https://doi.org/10.17895/ices.pub.22692058>

Two major risks were highlighted in terms of advice, namely:

1. **The notion of “creative and created blindness”,** defined by Degnbol (2023) as the fact that “Advice can be distorted because data are lacking or advice is unwanted. Data can be deliberately withheld / a certain issue are deliberately not sampled / data are pulled because of reverse engineering showing that inclusion of those data would not lead to the desired results”. Advice can be unwanted because it makes life difficult for negotiators or because the substance of the advice is not as wanted. The result is in any case that the ICES researchers and subsequently those producing research-based advice in ICES are made blind to a specific issue. This is a fundamental issue for any scientific endeavour as science should be data based. The CoI of ICES (ICES, 2022) states for instance that a CoI can arise when a “scientist or adviser makes a contribution to ICES work that is not based on a systematic scientific review of the available information and evidence.” But when data for some reason is withheld or not collected, is it then a CoI to identify that and not do an analysis based on those data, deliberately biased, remaining?

The clash between the formal request for data-based science and the potential to exclude data and evidence aiming to achieve the desired advice results cannot be neglected. Several examples (see Annex 5) illustrate these phenomena. WKSTIMP proposes a specific action to avoid creative/created blindness: a requirement for expert groups only to use the best data available to them. Protocols requiring that plans on which data, how they are to be analysed and how they are to be used **are published before the data sampling and followed after data sampling** (Action 3, see also Section 2.2). Benchmarking procedures from other sectors can inform setting the protocol (for instance medical research).

ICES must continue to insist on an ecosystem approach and other systems statements according to the legal statements decided by the owners of ICES independently of whether these analysis and advice products may be unwelcomed in practice by the same owners of ICES.

It is stated in guidelines to expert groups and ICES advisers that they should always keep in mind that absence of evidence is not evidence of absence and that they therefore always should be mindful that there may be certain aspects which are very important to a specific issue which cannot be analysed on basis of data.

2. **The notion of “advice shopping”,** namely when research-based advice about the same issue – or specific aspects of this issue - is sought from more than one requester of advice. The various sets of advice are then used by the various parties in negotiations about policy actions. An example is numerous requests which have been raised especially from RACs / ACs to have some independent avenue to request supplementary advice from ICES. ICES has always rejected these direct requests for advice with reference to the fact that ICES is an intergovernmental organisation and thus only responds to requests from governments or government bodies. However, the borderline is grey and in practice difficult to handle as numerous collaborative projects with both the fishing industry and various environmental NGOs have shown. How is ICES to draw a line between collaborative research and the use of this same research for research-based advice?

WKSTIMP suggests a protocol for collaboration is developed making this line between collaborative research and research-based advice clear. Since this line tends to be blurred, WGENGAGE may add this to the ToR (Action 14).

3 Monitoring and evaluation of engagement

According to the Principle 5 of the Strategy: “stakeholder participation is assessed, the engagement process is monitored, and constant organizational learning occurs”. Monitoring and evaluation ensure the engagement processes evolve and address diversity, equity, and inclusion (WKSHOES, 2021).

Subject to monitoring and evaluation are: i) the effectiveness of individual engagement activities and programs, ii) the suitability and success of the methods chosen for engagement, and iii) the usefulness of the outcomes of engagement activities towards ICES’ objectives of engaging with stakeholders (cf. Smyrniotopoulou & Vlahos 2021).

WKSTIMP explored how ICES can effectively keep track and assess the engagement processes without adding too much burden for engagers, stakeholders, and the ICES Secretariat. The debate was framed within the following assumptions:

1. The actions detailed in the implementation plan will take time to be launched. Their effects (tangible and intangible) are gradual, and evidence may require time to be available.
2. Creating a baseline of how stakeholder engagement is currently taken place provides valuable information.
3. The monitoring and evaluation system is not an end in itself.
4. The combination of due diligence (agreement to comply) and compulsory approaches will reduce reluctance to change when introducing monitoring procedures.
5. Mobilizing the system’s memory (how engagement has been done in the past) provides valuable insights.
6. Using gradual implementation and beta-testing developments enhances the process.
7. The data gathering (continuous), and the data analysis should be considered.

ICES develops multi-level and multipurpose stakeholder engagement. Instead of designing a fully fledged system, the WKSTIMP proposes the “Bare Minimum Monitoring and Evaluation System”. Far from the ideal approach, this one allows to design and review the constituting blocks of the system through iterative and interactive implementation. The initial actions focus on the Monitoring, i.e., keeping track of the engagement processes that are taking place while they are taking place. These actions will inform the development of the evaluation system, to assess if the engagement have achieved the envisioned outcomes.

- **Monitoring** is the systematic collection and documentation of predefined indicators of the achievement of the objectives and progress of engaging with stakeholders at ICES.
- **Evaluation** is the assessment of activities, goals, and results of stakeholder engagement to determine the fulfilment of objectives, efficiency, effectiveness, and the impact and sustainability of engagement and the engagement strategy.

3.1 Procedures for feedback loops with stakeholders

Providing feedback is an intrinsic feature of meaningful engagement. WKSTIMP explored the challenges of effective communication, discussing when, how and who receives the feedback. The debate highlighted the difference between broad communication of ICES activities,

products, and related actions, which belong to the operational functioning of the organization, and feedback loops in the frame of engagement processes.

How each engagement process gathers, process and respond to the stakeholder feedback is role and case-dependent and may be less or more formalized. Within this context, the basic procedures recommended to be included in the Implementation Plan are:

- Communicate the scope of engagement to the stakeholder involved.
- Provide the information they need in an accessible and timely manner.
- Provide contact points to respond to their questions and concerns promptly.
- Provide standardized process loops according to the roles.

The Strategy already defines the scope of engagement according to the roles by which stakeholders are engaged, which can be easily included in the meeting agenda (see for example agenda for the WKSTIMP in Annex 3). Similarly, the guidelines for groups and the observer policy set processes for providing information and getting feedback for all roles (see Table 3.1). While formally, there are set loops for feedback, engagers are encouraged to improve feedback content to the extent possible, particularly for the contributor role where informal interactions may be predominant. For instance, stakeholder may join a meeting and not get involved in the following steps (discussions and reporting phases). Ensuring a minimum communication on how the input received was used (or not) will be aligned with the ICES engagement strategy.

Table 3.1. Procedures for feedback loops to stakeholder

	Expert	Contributor	Observer	Partner
Scope of engagement	Provide expert knowledge	Contribute to address a given topic/issue	Observe	Dialogue
Provide information	ICES SharePoint Supporting documents Presentations	ICES SharePoint Supporting documents Presentations	Documentation with the restrictions set in the observer policy ⁵	ICES SharePoint Support documents Science plans for programming and development Presentations
Contact point	Chairs	Chairs	ICES Secretariat / ACOM	ICES Secretariat / ACOM
Standardize process loops	Meeting debates Report drafting and final version	Meeting debates Report	Oral statements during meetings Distribute documents Final advice	Interventions during meetings Agenda drafting Meeting reports Science proposals

In addition, WKSHOES (2021) recommended to have a Stakeholder Contact point (see Section 5.2.). WKSTIMP proposes to explore the possibility of expanding the observer supporting office - already operating as central point of contact for observers- to cover all stakeholders (Action 29).

⁵ ICES Observer Policy CM 2013 Del-11.3: All observers to a meeting shall receive the same documentation generally available to Member Countries and their delegations, except those documents deemed confidential by a Member Country, the Chair of the meeting, or the General Secretary. https://www.ices.dk/community/Documents/Observers/CM_2013_Del-11%203_Observer_rules.pdf

3.2 Monitoring processes

WKSTIMP discussed that the monitoring system should be developed in three stages. The first stage launches basic monitoring and provides the baseline for how engagement is currently taking place in ICES, testing the feasibility of data sources and methods; the second stage focuses on defining indicators and measuring engagement effectiveness. Building on the findings from one and two, and the third stage delivers the complete monitoring system.

STAGE 1. The **quantity and quality of engagement** will be monitored from year 1, combining methods and data sources.

The **quantity and type of engagement process information** are obtained from the Terms of Reference (ToR) for the expert working groups and workshops, from the observers' support office and from the ICES Secretariat regarding MIACO and MIRIA activities.

WKSTIMP recommends that the ToR's template includes "Stakeholder Engagement" as a mandatory placeholder field to be completed (see example below).

Stakeholder Engagement	<p>Indicate if the group/workshop will engage with stakeholders (Yes/No)</p> <p>If yes, indicate the stakeholder's role according to the ICES Stakeholder Engagement Strategy (experts, observers, contributors, partners). [Adding hyperlink to the Strategy presentation with descriptions of roles is included to ease the process; create a Check box]</p> <p>If known, indicate the stakeholder profile (e.g. fishers or fishers representatives, NGOs, other civic organizations, industry, Advisory Councils, etc.)</p>
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In parallel, for those ongoing and forthcoming groups willing to deliver additional information, complementary fields will be available to detail engagement methods, expected output from the engagement and use of the input provided by stakeholders. An ex-post section in the reports that allow chairs to qualitatively evaluate the effectiveness of stakeholder engagement for a given meeting (this WG/WK benefited from the engagement of stakeholder for these reasons and achieved these results) would be useful. These groups will be used to assess the feasibility and cost-effectiveness of adding additional requests to the ToRs and reports.

The information regarding the **engagement quality** will be gathered through an online survey of the ICES community, a specific session during the MIACO annual meeting, and interviews with prescribers (people actively involved in engagement within the ICES network). The findings will inform the development of Key Performance Indicators (KPI).

STAGE 2. The effectiveness of engagement will start to be addressed in year 2. At this stage, information gathered in year 1 has set the basic baseline (imperfect and yet useful) to advance what the system is monitoring: engagement process (interactions, participants, methods), outputs (short-term monitoring of tangible outputs such as publications, documents, agreements, findings), outcomes (long-term monitoring of effective and balanced participation of stakeholders) and unintended consequences (for organizational learning and adaptation). Special attention will be paid to the compliance of the engagement process with transparency and accountability (Section. 2.7).

The baseline will inform the definition of KPIs, metrics of performance that determine the extent to which the ICES Strategy goals have been achieved. Some metrics can be easily obtained (e.g. frequency) while others entail additional provisions regarding data gathering and processing (e.g. influence impact or engagement return of investment -ROI- considering the cost and benefits, see Section 3.4).

WKSTIMP suggest drafting preliminary KPIs based on validity (measures accurately reflect the analytical concepts to which they relate), reliability (consistency across time and place, using data sources that can be easily replicated) and legitimacy criteria (transparency in the construction and measurement of indices and benchmarks; Norris, 2010). Those preliminary KPI will be tested to assess past successful interactions (e.g. WKIRISH, WKTRADE, WGINOR etc.).

STAGE 3. The monitoring system is fully fledged in year 3. The system is described, detailing the processes and role in measuring ongoing engagement performance. The system includes, Data sources, data gathering methods (validated through experiences developed during years 1 and 2), KPI (tested in year 2), the templates for reporting and the ways to capture, analyze and use lessons learnt for improvement,

While initially the Implementation Plan was supposed to deliver such templates, it is recommended to complete stages 1 and 2 of the Monitoring system before attempting to develop them.

The duties and responsibilities of engagers set in the Strategy include *“performing a self-assessment of the participatory process once it is completed and providing feedback to and receiving feedback from stakeholders in relation to outcomes and experiences”*. WKSTIMP proposes that self-assessment in years 1 and 2 is delivered on a voluntary basis (with the compulsory bare minimum stated in the ToRs) and becomes standardized and monitored from year 3 onwards.

3.3 Evaluation of engagement against the objectives

WKSHOES (2021) defined the Strategy evaluation as an evidence-based judgement of the extent to which a stakeholder engagement activity has been:

- Effective: measuring progress towards achieving the objectives of the strategy
- Efficient: tracking costs and benefits
- Relevant to current and potential needs of ICES
- Coherent both internally and with other ICES actions

Based on the ICES Code of Ethics and Professional Conduct and the Stakeholder Engagement Strategy, WKSTIMP adds to the list equity, defined as the ability of a diverse groups of stakeholders to participate in the process.

Stakeholder evaluation embraces whether the envisioned results were achieved as well as operational assessment in terms of timing, cost, and quality of the activities (Smyrniotopoulou & Vlahos, 2021).

To evaluate ICES stakeholder engagement processes, a solid foundation of tailor-fitted evaluation questions must be developed. This development of evaluation questions is an iterative process based on the definition of success criteria.

WKSTIMP defined the success criteria of the Stakeholder Engagement Strategy as the foundation for the evaluation system. If the Strategy is successfully implemented, in five years' time:

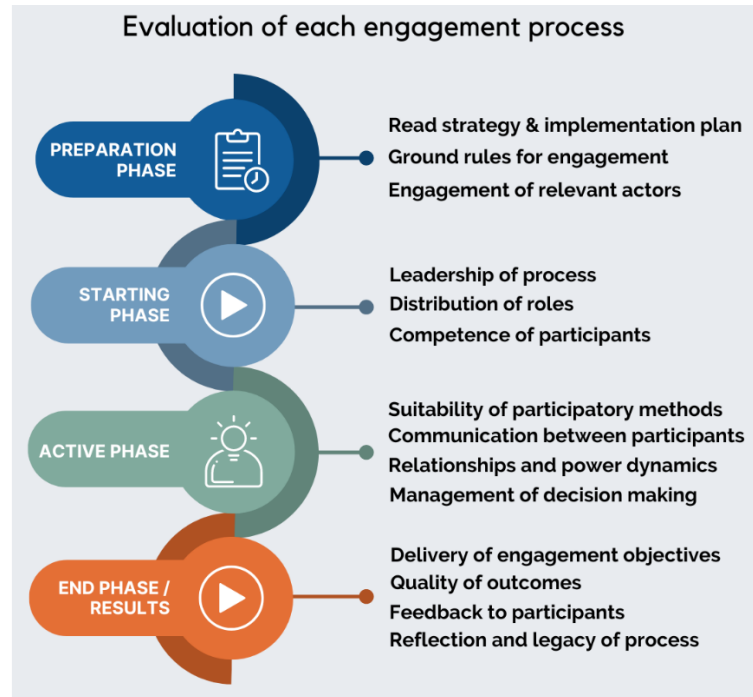
- ICES is the natural place for stakeholder to turn to for engagement for marine science and advice.
- There is a pool of competent, reliable and committed stakeholder across topics and regions, that are able to understand the process and what is expected from them as well as to join the meetings and contribute effectively.
- Stakeholder are involved early enough and know what they are supposed to know being fully informed through a transparent process.
- ICES advice is fully understandable.
- As a result of good engagement practice, ICES provides better advice in terms of data collection, knowledge and information.
- A clear Implementation Plan is in existence and used by those who engage.
- Stakeholders became ICES literate through training and communication.
- ICES Engagement is measurable (qualitatively + quantitatively) by year 2026.

In the sense of a 'backwards evaluation', these definitions of ideal outcomes of engagement processes can be used as blueprints for formulating the questions asked during evaluation.

Evaluating engagement success within ICES

Each stakeholder engagement process within ICES consists of a preparation phase, a starting phase, an active phase and end phase during which the final results or products come into existence (see Figure 3.1). Structuring each process into these four phases provides the possibility to address their challenges individually and to develop evaluation questions targeting these challenges. Figure 3.1 highlights key topics of each phase, based upon which evaluation questions for ICES engagement processes can be developed.

Figure 3.1. Possible evaluation topics in different phases of an engagement process (Köpsel, 2023)



Each of the four phases is assessed regarding the success criteria stated above using evaluation questions. Potential topics for evaluation resulting from the success criteria are [non exhaustive list for illustrative purposes only]:

Goal 1.

- Number of external stakeholders engaged
- Number of engagement events taking place
- Number of requests from stakeholders for ICES to facilitate engagement

Goal 2

- Disciplinary composition and diversity of engaged stakeholders
- Competences held by the external stakeholders
- Duration and repetition of participation by key stakeholders
- Thematic composition of stakeholders
- Regional composition of stakeholders

Goal 3.

- Disciplinary composition and diversity of engaged stakeholders
- Competences held by the external stakeholders
- Distribution of roles and tasks among participants
- Transparency of the entire engagement process from preparation to results

Goal 5

- Improvement of ICES advice in terms of data availability (e.g. reduction of data poor stocks).
- Improvement of ICES advice in terms of the knowledge produced (e.g. science-industry research collaboration).
- Diversity of knowledge going into ICES advice (use of experience-based knowledge).
- Engagement of key stakeholders in advice production

Goal 6

- Existence of Implementation Plan
- Number of actions put in practice.
- Transparency of Implementation Plan in content, availability, accessibility
- Improvement loops for Implementation Plan incorporated

Goal 8

- Steps for developing evaluation scheme
- Roles and responsibilities in this context
- Timeline

Based on the four phases of engagement processes and the success criteria developed by WKSTIMP, a first set of possible evaluation questions is listed in Annex 6 to serve as the cornerstones of a more detailed evaluation framework to be developed in the coming years (see below).

Timeline for developing an ICES Engagement Evaluation Framework

The timeline of developing an ICES Engagement Evaluation Framework is oriented at the suggested timeline for developing a monitoring system over the next three years. Table 3.2 below illustrated this timeline, indicating the steps taken for developing a monitoring scheme (left) and, in parallel, and evaluation framework (right).

Table 3.2: Overview of steps for developing monitoring and evaluation schemes

Year	Steps: Monitoring System	Steps: Evaluation Framework
1	<p><i>Focus:</i> Quantity & quality of engagement</p> <p><i>Actions:</i> Quantity and type integrated in ToR Quality of engagement: Survey, MIACO Session, prescribers</p>	<p><i>Focus:</i> Identify appropriate evaluation criteria</p> <p><i>Actions:</i> Consider phases of engagement process + success criteria Analyse past engagement processes (success cases) and scrutinize suitability of criteria</p>
2	<p><i>Focus:</i> Effectiveness of engagement</p> <p><i>Actions:</i> Defining KPI based on information in Step 1</p>	<p><i>Focus:</i> Developing evaluation questions</p> <p><i>Actions:</i> Based on Step 1, develop tangible evaluation questions to be applied to each process Suggestion: "light" and "heavy" version</p>
3	<p><i>Focus:</i> Monitoring system fully fledged</p>	<p><i>Focus:</i> Test run of evaluation framework using suitable case studies (engagement processes in ICES)</p> <p><i>Actions:</i> Identify suitable processes, e.g. lead by experienced and inexperienced Chairs (to cover both ends)</p>

3.4 Cost effectiveness of engagement

WKSTIMP planned to address the actions for the Implementation Plan in three sequential phases: (1) identification of potential actions to be included in the plan; (2) definition of the action, who should implement it, how and why; and finally, (3) evaluation of the costs, alternative scenarios, and pros and cons of each action/scenario (see Table 3.3). However, the time available and the depth of the discussions prevented us from reaching the third phase.

Analyzing estimated costs and alternative scenarios is critical to inform decisions for the Implementation Plan. To cope with this shortcoming, WKSTIMP suggests the following course of action:

- A synthesis of the main costs and benefits identified in the literature is included below.
- An online task-force can be set up with interested WKSTIMP participants to support advancements in this process.
- In the elaboration of the plan, the list of actions can be scanned to consider these elements, prioritizing actions and alternatives to assess their relative cost-effectiveness.

Table 3.3. Template for the identification of the costs associated to the actions.

ACTION	ROLE	ESTIMATED COST		WHO COVERS THE COSTS			PROS	CONS
				Alternative Scenarios				
[Action number and name]	Expert Observer Contributor Partner All	Direct	Indirect	Scenario 1	Scenario 2	Scenario 3		

Anggraeni et al. (2019) provide a systematic literature review on the cost and value of engagement. Building on their findings and the WKSTIMP debates, a preliminary list of the costs and benefits associated with the actions for the implementation of the ICES stakeholder engagement strategy is presented below. Note that costs are role dependent. For instance, there is no cost associated with selecting an Expert (stakeholder invited by the Chair) but selecting Contributors for a workshop is time-consuming. Likewise, agenda setting might be interactive for Partners (hence time-consuming) but not for Observers.

The summary below, however, refer to the cost of the actions suggested for the Implementation Plan.

Table 3.4. Potential cost and benefits/value of the proposed actions for the Implementation Plan [non exhaustive list]

	Cost	Benefit/Value
Tangible	Time	Enhance communication
	Money	Meaningful engagement
	Person/power	Increased transparency
	Software/hardware	Capacity building
	Language capacities	Provision of evidence
	Revision of existing policies/guidelines	Analytical capacity
	Training	Future proofing
	Communication material	Organizational learning
Intangible	Change reluctance by ICES community	Managed expectations
	Increased tasks for ICES staff	Reduction of conflict
	Unrealistic expectations from stakeholders	Trust
	Opportunity cost of time (vs. other ICES priorities)	Accountability
	Learning curve	

Analysing the cost-effectiveness of engagement is an area that could benefit from further scientific development, particularly concerning the monitoring and evaluation of the Strategy. Topics such as the unit of assessment (action, objective, option, group), the methodological approach in light of the difficulties of monetizing engagement benefits (Liu et al., 2019), operationalization and metrics for measuring performance, etc., could be part of the research agenda for the ICES network.

3.5 Annual reporting to SCICOM / ACOM on Stakeholder Engagement implementation

The annual reporting to SCICOM/ACOM on Stakeholder Engagement implementation should contain:

- Executive summary
- Monitoring report:
 - Quantity and quality of engagement (year 1)
 - Effectiveness of engagement (from year 2 onwards)
 - Full monitoring (from year 3 onwards)
- Assessment of the Implementation Plan:
 - Number of actions planned and/or developed
 - Reasons for deviation and associated actions
 - Internal and external drivers that may affect the Strategy
- Lessons learned from monitoring and evaluation.
- Current challenges / gaps / issues.
- Steps/measures to be taken during the next reporting period in response to all the above.

WKSTIMP suggest that the group WGENGAGE includes the elaboration of the Annual reporting in its terms of reference.

4 Synergies of the Strategy

4.1 External actions with potential to reinforce the strategy

WKSTIMP identified the following actions aimed to reinforce both the goals and the implementation of the Strategy, making the latter effective and operational. These actions are at the discretion of the stakeholders that interact with ICES and stem from the three days debate of the Workshop:

- Address language barriers to participation in ICES meetings on a case-by-case basis (e.g., by providing simultaneous interpretation services at required ICES workshops or expert groups, and translating reports into different languages beyond English).
- Participants to ICES meetings should clearly state/declare which organisation/views they are representing. The Strategy already gives a definition of the roles and attributes of each participant, and more details can be found under Section 1.5.
- Enhance participation of certain well-functioning and organised stakeholder groups (e.g., Advisory Councils) within different phases of the advisory process. This includes shaping the drafting and topic selection by ICES clients (e.g., European Commission submitting special requests for advice to ICES). It is important to establish institutional mechanisms within ICES to minimize the risk of “advice shopping” (see Section 2.8).
- Encourage preparatory work ahead of MIACO/MIRIA meetings with the objective of creating more targeted advice requests and increasing transparency.
- Be mindful of “stakeholders’ fatigue” with a proliferation of requests for participation in meetings. Consider limiting numbers and/or having requests for participation at meetings where necessary only.

4.2 Co-engaging with stakeholders within and outside ICES

WKSTIMP notes that ICES actively participates in co-engagement processes driven by stakeholders, for example:

- ACs regularly engage with ICES for the presentation of annual ICES Advice on fishing opportunities for specific stocks in the remit of a particular AC. ICES is invited to present at relevant AC Working Group. This provides an avenue for closer engagement with those affected by ICES advice in terms of managing expectations, provision of necessary clarifications and/or current or future needs of both, ICES and its stakeholders (example: annual ICES presentation to ACs of advice on fishing opportunities for subsequent year).
- ACs may invite ICES to present their product(s) at their Working Group meetings, workshops and webinars, whereby ICES products and expertise might be further featured in AC advice to the Commission and Member States, thereby further promoting ICES outputs (example: AC workshops and webinar on climate change and fisheries; and on Marine Spatial Planning and stakeholder engagement).
- The Northern Fishing Alliance is an informal cross industry group with comprehensive representation from the EU, Norway and the UK. The group identified the need for closer collaboration on, and increased understanding of, the state and dynamics of the North Sea cod stock. To this end, the group approached ICES to deliver a joint ‘cod symposium’

(WKRRCOD). The initial workshop in November 2022 was followed by another in May 2023.

- STECF, Regional Groups on Data, Regional Member States groups.

The nature of the event and the specific agreements between parties will determine how the interaction is managed. While the ICES Strategy roles and rules do not apply, the Strategy principles and the ICES engagement goals should inform those activities as common practice.

In addition, the ICES Strategy acknowledges that governing systems are diversifying. The influence of non-state actors and the potential benefits of more participatory forms of governance challenge traditional decision-making structures and governance mechanisms. In this context, stakeholders have been and will continue to advocate for a wider and/or deeper involvement in governance and management systems. While ICES can be the arena to explore and host dialogues on alternative governance mechanisms, stakeholders should use the proper channels within the policy and legal system to express their demands for inclusion and change.

5 Linking stakeholder engagement and communication strategies

5.1 ICES Communications Plan: State of play

The ICES Communication plan (2019) prioritizes the organization’s communication goals and define the methods of its outreach activities.

Table 5.1. ICES Communication Plan: objectives and audiences

Objectives. What we want to achieve	
Raise awareness of ICES as a scientific organization providing sound science and science-based advice on the sustainable management of marine ecosystems.	
Make ICES work, products, and outcomes visible to the scientific community and academia, as well as to new and existing clients and collaboration partners, policy makers, and stakeholders.	
Promote ICES as a reliable collaboration partner.	
Highlight the transparent nature of ICES work processes.	
Recruit new scientists to ICES network.	
Audience. Who do we communicate to?),	
External	Internal
Potential and existing clients (advice requesters)	Member Countries
Potential and existing collaboration partners, including academia	Participating institutes
Policy-makers	Scientists already engaged in ICES network
Industry representatives and NGOs	
Scientists who are not yet engaged in ICES activities	
Early Career Scientists and students	

5.2 New communications needs and documents

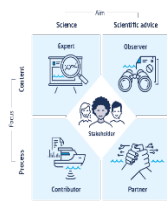
The WSKTIMP suggested the following actions linked to new communications needs to implement the ICES stakeholder engagement strategy.

Table 5.2. Table of actions linked to communication needs to implement the ICES stakeholder engagement strategy

Action	Description	Comments
Plan and budget outreach activities from the conceptualization of the working groups and workshops. (Action 24)	When drafting the ToR, considering at that early-stage communication and outreach activities associated with stakeholders (in addition to the ones developed by default, e.g., posting the workshop on Twitter to raise awareness among potential participants).	<p>The proportionality principle of the Stakeholder Engagement Strategy applies. It means that:</p> <p>a) If the group/workshop does not plan to have any stakeholder interaction or the standard communication actions are fit for purpose, no further effort should be allocated.</p> <p>b) If the group/workshop plans to interact or the topic is highly relevant for stakeholder interaction, explore actions at that drafting point and associated expenses (if applicable).</p> <p>For WKSTIMP, language barriers were an issue. Advisory Councils (LDAC and SWWAC) pool common resources to cover the cost, making them available to reach a common endeavour.</p>
Promote and implement science-art projects and link with ongoing and future projects on this area. (Action 25)	Using art has provided extremely useful in communicating debates, illustrating findings to raise awareness, and to facilitate addressing complex issues.	<p>Providing spaces can be a cost-effective action.</p> <p>A good forum would be an ICES Annual Science Conference (ASC).</p>
Develop a template with key messages, target audiences and outputs (Action 26)	ICES Workshops need to consistently communicate out key findings and next steps to relevant audiences or stakeholder groups.	Any communications plan or initiative developed must be consistent and in line with the ICES communication strategy.
Organize a dedicated conference session or event on outreach theories, methods and innovation (Action 27)	Knowledge sharing and identification of good practices based on comparative assessment	A good place to do this could be the ICES Annual Science Conference (ASC).
Increase communication flows between different stakeholder levels (at international, regional, national and local level). (Action 28)	This is a new action that has not been explored before. It refers to advisory products that can have an impact at different stakeholders' levels.	Reflection within ICES must take place to see how the different geographical levels of stakeholders can be better coordinated.
Develop visuals and graphics to improve understanding of advice and other types of knowledge resources. (Action 29)	Incorporate knowledge from stakeholders and do an "easy to comprehend" language.	This is related to scientific jargon which is often obscure or not clear to the stakeholders or civil society. Efforts should be explored on this field.

WKSHOES recommended specific actions. The following table 5.3 summarizes actions proposed and how WKSTIMP have dealt/suggests dealing with them.

Table 5.3. Table of actions proposed at WGSHOES in relation to communications

WKSHOES proposal	Description	WKSTIMP action	Comments
ICES Code of Ethics and Professional Conduct	Dissemination and appropriation of the existing code	Ongoing ICES action	Short presentation already available online*
Stakeholder contact point	Stakeholder to call, email, or ask questions.	Expand the observer supporting officer functions to cover all stakeholder. Action 29	Existing Observer supporting officer in place who is a central point of contact for observers
Clear entry point to the ICES system	Manual or website: who can gain access to which parts of the ICES system, how and whom to contact to do so, and what the process of participation then looks like	Tool for stakeholders to see where they expertise can fit and how they can contribute to ICES work (Action 13)	To be designed and make available online Simple version to avoid creating entry barriers
Feedback	Mechanisms should be developed that make it easy for stakeholders to provide feedback about their experiences of engaging with ICES.	Monitoring system action to be develop (Action 22)	Feedback forms / web links for stakeholders to give feedback about all ICES experiences.
Understanding of stakeholder roles.	Communication documents with figures to explain the different roles one can take as a stakeholder as well as the rights and responsibilities that go with them One page summary	Figures already available.  Presentation available online (Action 30)	Strategy Presentation for WKSTIMP and WKENSURE can be distributed and available online.
Illustrative examples	Output/outcome from stakeholder interactions	Design showcase examples (Action 31)	Examples available: e.g., VMEs process.
Stakeholder Engagement Toolbox/Manual	Guidelines through all the steps: from identifying relevant stakeholders, to integrating different kinds of knowledge (scientific/experiential).	Training action (Action 32)	ICES community contributes to the creation of the material

*[https://ices-library.figshare.com/articles/report/Code of Ethics and Professional Conduct/21647825/2?file=38492255](https://ices-library.figshare.com/articles/report/Code_of_Ethics_and_Professional_Conduct/21647825/2?file=38492255)

5.3 Steps to align ICES communication plan with new stakeholder engagement needs

The **first step** is to define *who to talk to*, i.e., ICES leadership and the communication team identify the target stakeholders, namely:

- Who are all the different groups, organizations, and individuals who can actively contribute to ICES processes with their knowledge? (Connected to Action 2)
- Who are the key stakeholders and how not to leave anybody behind – is there a need to engage with some stakeholders more than others?

The **second step**, once target audiences have been identified, is to define *how to talk to* them by:

- Developing tailored messages and methods that make sense for each specific stakeholder group (a standard method and message will not suit all stakeholder groups!).
- Focusing efforts and prioritize time and resources, by addressing those issues each stakeholder group is most concerned about.
- Providing it in a format and language that is most accessible to them.

What are the best tools to implement ICES Stakeholder Engagement Strategy?

WKSTIMP explored potential alternatives, included the ones provided by the AI software ChatGPT. A combination of tools and approaches creates a robust and inclusive engagement process, including:

- Online collaboration platforms to facilitate communication and collaboration.
- Surveys & questionnaires to gather feedback and insights from stakeholders.
- Social media and online communities to foster dialogue and reach a wider audience.
- Webinars and virtual events to facilitate direct engagement with stakeholders.
- Dedicated stakeholder engagement software to manage and analyze stakeholder engagement activities in a centralized manner.

Responsibilities lying on stakeholders (in all roles)

- Contributing to ensuring the transparency of the process, namely by sharing the outputs with their constituencies (if applicable); likewise, fully respecting the confidentiality conditions that ICES applies, particularly in the advisory process;
- Being mindful of the plurality of views and values of the stakeholders engaging with ICES;

Responsibilities lying on ICES scientists (“engagers”)

- Considering communication as an integral part of the process regarding goals, timeline, documentation, feedback, and the use and sharing of data and information by the stakeholders, in accordance with ICES data policy;
- Being mindful about communication in relation to jargon and power dynamics.

6 Training needs related to stakeholder engagement

Two lines of training are needed to reinforce the pace and quality of engagement across the ICES network:

1. **Engagers training** (Action 33):
 - 1.1. Training (basic and advanced) on approaches, techniques and skills for effective stakeholder engagement.
 - 1.2. Seminars on the ICES Stakeholder engagement strategy and transdisciplinary research.
 - 1.3. Sessions at the Annual Science Conference on practical experiences and lessons learnt.

This training provides the opportunity to develop support material for the ICES community. In particular, the Stakeholder Engagement Toolbox/Manual (WKS SHOES, 2021=), to assist the engagers in all steps of the way from identifying relevant stakeholders and contacting them to planning the engagement process, finding suitable methods for workshops and analysis, and for integrating of different kinds of knowledge (scientific/experiential).

2. **ICES literate** (Action 34): to increase the understanding of the ICES system. The current training programme includes some elements (e.g., Introduction to stock assessment) but would benefit from complementary topics. ICES literate also aims to provide stakeholders with opportunities to improve their presentation and participation skills for different groups and meetings.

The training actions should be combined with communication actions (particularly for ICES literate) and would benefit from cross-actions with the Early Career Researchers initiative.

According to the ICES programming, the training team meets in autumn each year to plan the following year's course offerings. WKSTIMP recommends launching a basic course on engagers training in 2024 to start supporting the implementation of the Strategy.

7 Review and revision of the strategy

The Strategy needs a structured process to update, adjust and redefine it. Ongoing monitoring and evaluation will provide information about the outcomes and impacts of the Strategy. The periodic review creates the space to reflect on new and emerging priorities, identifying areas for improvement and means to achieve organisational goals.

The review looks at rules, policies, and processes at the operational level. At the strategic level, it reflects on goals and principles considering outcomes, organisational learnings and changes, and the broader societal context.

The review process takes place every five years. WKSTIMP suggest the following steps:

- Setting a Workshop to a) explore the findings from the Monitoring and Evaluation System, in particular, the Annual Reports (Section 3.5); b) understand how knowledge advances may inform the revision; c) explore trends, threats and challenges.
- Setting a Drafting group.
- Opening a consultation process similar to the ones followed to develop ICES Strategic and Science Plans.

In the short term, the WKSTIMP recommends updating the current Strategy to Version 2 to:

- Correct the typo in the review time period: 5 years.
- Modify the description of Contributor (Section 1.5).

8 Acknowledgments

WKSTIMP acknowledges the contributions of all participants, and the time and food for thought provided by the presenters to facilitate the dialogue through the Workshop: Mark Dickey-Collas, Marloes Kraan, Tehri Minkinen, Jörn Schmidt and Vera Köpsel.

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Annex 2: Resolutions

Workshop on Implementing Stakeholder Engagement Strategy (WKSTIMP) 2022/WK/HAPISG13 Workshop on Implementing Stakeholder Engagement Strategy (WKSTIMP), chaired by Marta Ballesteros, Spain; Ashley Wilson, UK; and Alexandre Rodriguez, Spain; will be established and will meet online (16 May), in Copenhagen, Denmark (17 May) and partially hybrid (onsite and specific hybrid session on 18 May) 2023 to:

- a) Lay out the actions necessary to achieve the goals and actions in the stakeholder engagement strategy
 - b) Identify options and related costs for the implementation of the actions and propose different scenarios based on these options
 - c) Considering these scenarios, and using the proposed structure shown below, draft elements of the implementation plan.
 - d) Describe how the outputs of monitoring and evaluation can inform ACOM and SCICOM
- WKSTIMP will report by 30 June 2023 for the attention of ACOM and SCICOM.

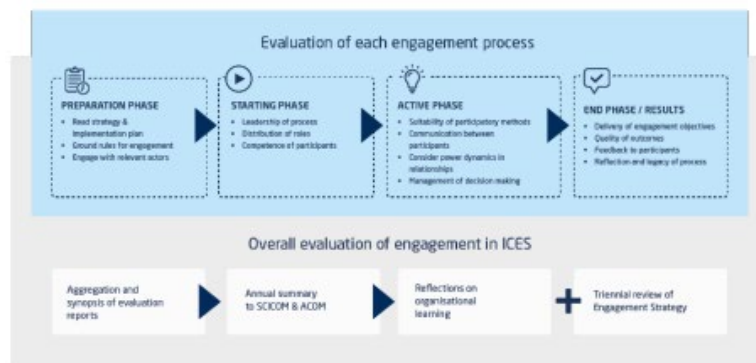
Supporting information

Priority	High. This WK is essential for the implementation of the ICES stakeholder engagement strategy. The WK will produce protocols and guidelines to coordinate a transparent engagement effectively and to ensure the credibility of the science and advice being produced by ICES. It will also reinforce organizational learning and the Strategy review and update.
Resource requirements	The assistance of the Secretariat in maintaining and exchanging information, requirements and data with potential participants. Technical assistance scheduling and running the online day (16 May) and the two days of onsite meeting at ICES HQ (17-18 May) and the hybrid section (onsite+ online on the 18 May)
Participants	Various experts across ICES groups with knowledge and expertise of stakeholder participation in ICES and beyond. Advisory Councils and ICES observers, other stakeholders, regional fisheries and environmental commissions and competent authorities of ICES member countries. On-line day and hybrid session: up to 40 participants. Working languages: possibility to provide translation for EN ES FR to partially overcome language barriers. On-site days: up to 25 participants. Working language: EN
Secretariat facilities	SharePoint site, secretariat support for reporting. Assistance with online workshop functioning and online meetings prior to the workshop and operation of the online 1.5 day. HQ meeting rooms and assistance with running the onsite 2 days workshop.
Financial	No financial implications.
Linkages to advisory committees	All ACOM/SCICOM groups will be impacted by this workshop.
Linkages to other committees or groups	ACOM, SCICOM, WGSOCIAL, WGMARS, WGECON, WGBESEO, IEA Groups, SIHD, ICES Communications Team
Linkages to other organizations	All current and potential future stakeholders.

Proposed structure of the implementation plan

- **Introduction**
- **The Practicalities of Engagement**
 - Specific meeting formats in ICES (in science & advice) and their objectives
 - Avenues of participation in each format
 - The participation process (from access to system to final product)
 - Research ethics, data protection, informed consent
 - Managing potential and perceived Conflicts of Interest
 - Transparency and how it is ensured
 - Resolving unforeseen issues of concern
- **Mechanisms for monitoring and evaluation of engagement**
 - Procedures for feedback loops to stakeholders
 - Monitoring processes
 - Evaluation of engagement against the objectives
 - Cost effectiveness of engagement
 - Annual reporting to SCICOM / ACOM on Stakeholder Engagement implementation
- **Link to communication strategy about stakeholder engagement**
 - New communication needs and documents (internal and external)
 - Specific actions for target audiences linked to engagement objectives
 - Training needs for ICES related to Stakeholder Engagement
- **Review and revision of the strategy**
 - Revisit the ICES Stakeholder Engagement Strategy 3 years after implementation

EVALUATING ENGAGEMENT - Step by Step



Annex 3: Final Workshop Agenda

ICES Workshop on Implementation of Stakeholder Engagement Strategy (WKSTIMP)

Agenda

16-18 May 2023, starting at 9:00 CEST (7:00 GMT; 3:00 EDT, 00:00 Pacific time).

Chairs: *Marta Ballesteros (Spain), Ashley Wilson (UK) and Alexandre Rodriguez (Spain).*

Goals

- Define operative actions to make the Strategy work:
 1. Lay out the actions necessary to achieve the goals and actions in the ICES' stakeholder engagement strategy (SES).
 2. Identify options and related costs for implementing the actions and propose different scenarios based on these options.
 3. Considering these scenarios and using the proposed Implementation Plan Structure [see *Annex*], draft elements of the implementation plan.
 4. Describe how the outputs of monitoring and evaluation can inform ACOM and SCICOM
- Write a report based on the discussion to inform ACOM and SCICOM.

Scope

The Workshop has a practical approach: putting the SES into motion. The Strategy has been already adopted and is not open for discussion. While constructive criticism is valuable, that will be channelled within the process of the Strategy Triennial review (based on the evidence gathered once it is implemented).

The SES explicitly calls for the Implementation Plan to address:

- a) how to maintain and encourage engagement.
- b) follow-up actions to address barriers and increase the equity of access and participation.
- c) facilitating and standardizing the reporting, supporting the monitoring and evaluation.

These aspects will be covered under the proposed Implementation Plan Structure [see *Annex*] which provides the basis for the Agenda (see below).

What is your role in the Workshop?

According to the ICES SES, you are a **contributor** to this workshop and have been invited individually or as a representative on behalf of your organisation. The Workshop is open access and [due to the high demand participants were selected based on criteria of expertise, gender and geographical distribution; *only if applicable*].

The rationale for engagement is to **exchange knowledge** on what may work and how to achieve the goals and principles set in the SES.

All participants abide by the ICES Code of Ethics and Professional Conduct and are committed to being mindful of the plurality of views and values of stakeholder engagement with ICES.




Rules of workshop participation

- Please read background material (it will be emailed before the start of the workshop and included in the SharePoint site - *Background Documents*).
- Understand the scope of the workshop – i.e. practical components that make the Strategy work.
- We appreciate that you may not be available during the entire workshop. However, every absence reduces the efficiency of the workshop. Therefore, participants should please be available throughout the different formats and days of the workshop as much as possible.
- You are encouraged to read the documents in advance and be prepared to contribute with your views for the following day and enable Report completion by 30 June.

Relevant links

- WKSTIMP [Website link](#)
- WKSTIMP [SharePoint site](#)
- Resolution / [TOR link](#)
- Participants welcome package
- Stakeholder Practical Questions: to be sent by 12 May

WKSTIMP Summary agenda: meeting formats

Tuesday 16	Online Meeting		Participants remotely and at ICES Headquarters.
Wednesday 17	Onsite Meeting		Activities off-line for remote participants available
Thursday 18	Hybrid Meeting		Onsite meeting from 9:00 CEST Online session starts at 10:45 CEST/8:45 GMT



Day 1 – VIRTUAL ONLINE MEETING FORMAT

Goals of Meeting, Background and Introductions

Tuesday 16 May 9:00 - 17:00 Central European Summer Time

Meeting Link: [Zoom](#)

09:00-9:30 **Welcome and introductions by participants**

09:30-9:45 **WKSTIMP Goals and process**

- Purpose/Goals
- Process (Online-Onsite-Hybrid) & Agenda

- Ground Rules

09:45-10:15 **Cross-checking**

- Explaining the Terms of Reference (ToR)
- Break-out Groups: Review Goal-Agenda-ToR-Workshop
- Plenary – Questions/Proposals into a Whiteboard

10:15-10:30 Break

10:30-10:50 **Stakeholder engagement in ICES.** Mark Dickey-Collas, ICES

10:50-11:00 Discussion/Questions & Answers (Q&A)

11:00-11:30 **Gathering insights from previous experience**

- Introduction
- Break-out groups: Dump and Clump
- Plenary

11:30-11:50 **Some first reflections on stakeholder engagement** - Marloes Kraan, Wageningen Economic Research and the Environmental Policy Group.

11:50-12:00 Discussion/Q&A

12:00-12:10 Break

12:10-13:00 **Work Plan: Critical areas, Implementation Plan Draft Structure and Agenda.**

- Baseline: Draft Structure
- Implementation Plan Draft
- Revisiting Proposals from cross-checking session
- Outline agenda for days 1-3

13:00-14:00 Lunch

14:00-16:30 **The practicalities of engagement I**

- Fact Sheets: meeting formats, avenues of participation and processes
- Break-out groups
 - **Activity 1** What actions are necessary to achieve SES Goals
 - **Activity 2** How to ensure SES principles 1-3
 - **Activity 3** How to ensure effective monitoring

○ *Break [15m]*

- Merging groups
- Plenary summary of templates
- Open discussion and decision for reporting

16:30-17:00 **Action points, homework for online participants and preparations for Day 2** (On-site – In Person Only).



Day 2 – ONSITE – IN PERSON ONLY

The practicalities of engagement II

Wednesday 17 May 9:00 - 17:00 Central European Summer Time

09:00-09:15 **Screening:** Business As Usual + new actions

09:15-10:30 **New actions: costs, alternative scenarios, pros and cons**

10:30-10:45 Break

10:45-11:00 **Setting task forces and process**

- TF1. Ethics, data protection, informed consent
- TF2. Conflicts of Interest: potential and perceived
- TF3. Transparency and unforeseen issues

11:00-12:00 Task forces completing whiteboards by profiles

12:00 Checking status, performance and complete whiteboards

13:00 Synthesis and Plenary discussion

13:30-14:30 Lunch

14:30 Getting back

14:40 **Joining forces: Introduction to ICES outreach methods**, Terhi Minkkinen, ICES.

15:00 Discussion/Q&A

15:10 **Communication needs: outputs and processes**

- o Exploring specific actions associated with the paths for stakeholder engagement and processes.

15.30 **ICES Training**, Jörn Schmidt, ICES

15.50 **Cross-checking:** progress, blind spots, unexpected issues

16:00-16:15 Break

16:15 **Drafting** report

16:55 **Action points and Preparations for Day 3.**



Day 3 – HYBRID FORMAT (ONSITE AND VIRTUAL)

Monitoring, assessment and updating the SES

Thursday 18 May 9:00 - 17:00 Central European Summer Time

[Online participants are invited to check the material available at the share point and prepare for the hybrid session]

09:00-09:20 **Monitoring and assessing stakeholder engagement. Tools and processes.** *Vera Köpsel*, Institute for Marine Ecosystem & Fisheries Science Universität Hamburg.

09:20-09:30 Discussion/Q&A

09:30-10:30 **Designing a feasible Monitoring and Evaluation system for ICES**

- Core elements
- Phases
- Assessment criteria, including cost-effectiveness.
- Who does what

10:30-10:45 Break **Start of Hybrid session online check-in**

[Online & Onsite] Meeting link: [Zoom](#)

10:45-12:00 **Gathering additional insights**

- Current status and hot topics
- “Rapid-fire”: breakout groups [3 online-2 onsite participants].
 - Onsite participants describe actions, options and rationale.
 - Online participants suggest/ask and the group decides if any of the items will be presented in plenary.

12:00-12:10 Break

12:10-13:00 **Proposals and bottlenecks**

13:00 **Cross-checking:** progress, missing points

13:30-14:30 Lunch

[Translation services not available after lunch]

14:30 **Review and revision of the Strategy**

- Annual reporting. Format
- Review each 3 years. Format and process
- Flow chart

15.30 “What is in the parking lot?”

16.00 Next Steps, AOB and Closing

Annex 4: Example – Guidelines on ICES management strategy evaluation workshops

It was highlighted that one ICES Workshop (WK) format open to all stakeholders that already has some guidelines which recognise the importance of stakeholder dialogue and engagement is the process of developing and performing management strategy evaluation (MSE).

MSE is a scientific tool used by ICES, and by many other fisheries science institutions globally, to evaluate and provide advice to decision-makers and stakeholders on the performance of long-term management strategies (/management procedures) to achieve pre-specified management objectives. ICES guidelines for conducting MSE have been developed through a series of ICES Workshops – see WKG MSE (ICES, 2013), WKG MSE2 (ICES, 2019), WKG MSE3 (ICES, 2021).

The WKG MSE and WKG MSE2 reports provide an overview of the ICES MSE workflow from start (special request) to finish (advice and presentation to stakeholders) – **Figure below** provides an overview of why stakeholder inputs and feedback during an MSE are important, and ideally how they should take place during the MSE process. The following is a pertinent excerpt from WKG MSE2 on stakeholder participation in ICES MSE:

“Involving all the players (Advisory Councils (ACs), managers, policy makers and scientists) in the MSE process from the earliest stage is important to underpin the legitimacy and saliency of the result. The process should encourage representative participation from the stakeholders, which means not only actively striving for gender balance in workshops and meetings, but also aiming to ensure that all affected and interested parties are represented across relevant ethnic, cultural and social groups.

Dialogue should underpin the MSE process that ought to accommodate and respond to information that comes from the identified stakeholders, including the information in the form of local knowledge (e.g., MSC requirement). The stakeholders need to be kept informed of how the information they provided was used and, if it was not used, why that was the case. It is also important that there is a common and detailed understanding of what the request from managers actually means and what should be done by those scientists trying to answer the questions asked. Such clarity would lead to a more efficient evaluation workshop, as there would be no need to spend time debating the likely meaning of the request.”

The ICES MSE guidelines outline several steps where there is a role for stakeholder engagement and input - that fit within the overall advice request-production-release process. These steps are identified below along with some perceived challenges:

- (1) **MSE Special Request:** At this stage there should have been some, but varying, interactions between requesters, stakeholders, and scientists.

Challenge 1: Don't assume all stakeholders have been engaged in request formulation by managers. This is primarily a responsibility for managers, but ICES should be aware that MSE requests may not have had sufficient exposure to accommodate and reflect stakeholder views and priorities and this can impact the salience of ICES advice produced in response to the request.

- (2) **Initiating the process and scoping:** When the ICES receives the request, a scoping process is started where the chair of the process, reviewers and modellers are identified.

Challenge 2: How to get a diverse and proportionate input to the activity? Should stakeholders and their attendance be a part of scoping?

- (3) **Clarification meeting and protocol:** Requesters who submitted the request should be involved, together with scientists and the ICES Secretariat. The product of the meeting will be a protocol which should be sent to Expert reviewers for commenting.

Challenge 3: Is there a role for other Stakeholder (Partners, Contributors and Observers) in the of the protocol and what steps might be required to improve transparency at this stage?

- (4) **Workshop / Consultation process:** The workshop will resemble a typical ICES MSE workshop. The workshop should conclude with a larger consultation process where the scientists present preliminary results to stakeholders and requesters/ recipients.

Challenge 4: Important to get Stakeholder feedback/inputs at this stage but have ICES put this in practice to date? This step is more common in MSE outside of ICES (e.g., regional fisheries management organisations).

- (5) **Advice drafting:** The results of the workshop form the evidence base for the Advice Drafting Group (ADG) made up of ACOM members, alternates and nominated participants. The ADG prepares the advice, which is approved by ACOM. ADGs are open to Requesters of advice and registered Observers.

Challenge 5: How might this change under a new stakeholder role framework – where Contributors and Partners might be new categories of stakeholder role in the advice production stage?

- (6) **Review and publication:** Advice is published and presented to requesters and stakeholders at various forums (e.g., EU Advisory Councils).

Challenge 6: The process ends without iteration of advice or final stakeholder feedback. Is there room to improve communication of results to stakeholders and build in feedback loops?

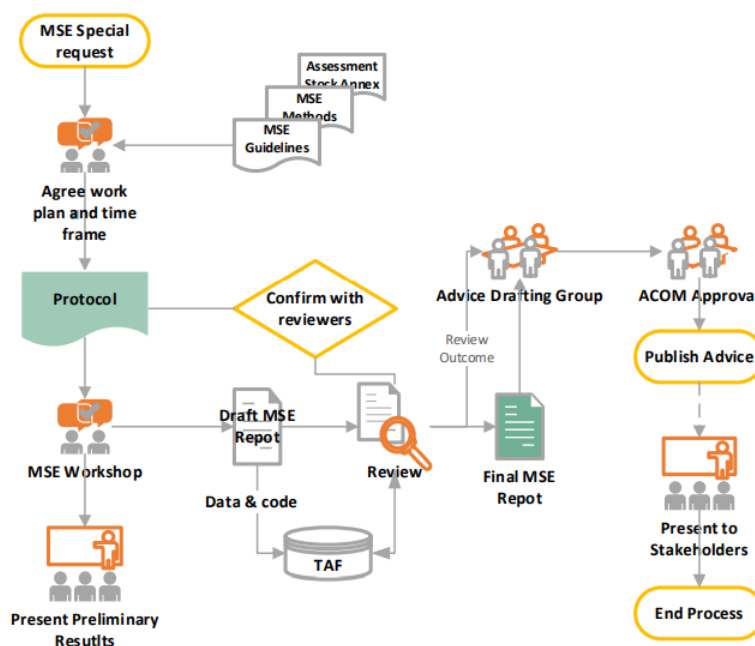


Figure X.X. Workflow for standard MSE process. Source: ICES. 2019. Workshop on Guidelines for Management Strategy Evaluations (WKG MSE2).

One consideration for the Stakeholder Engagement Strategy Implementation Plan, or for ICES Technical Guidelines for ICES Groups/ Meeting Formats, would be to have similar workflow diagrams that include/acknowledge stakeholder roles, input or feedback loops in specific or general ICES activities.

It was highlighted during WKSTIMP that due to their frequency, MSE workshops offer a potential opportunity as a testbed for scientist-manager-stakeholder dialogue and to iteratively improve stakeholder engagement within ICES Workshops. It was noted that many domestic science and management fora, and international regional fisheries management bodies (e.g., regional fisheries management organisations) that operate along the policy-science interface are increasingly utilizing MSE as a tool for Management Procedure (MP) development. In many cases adjustments to science-management processes have been made to facilitate a more inclusive and iterative stakeholder engagement process in MP development and adoption. In addition, opportunities have been taken in some of these external fora to enhance capacity building/ training in MSE, the MP approach, as well as science communication for scientists, managers, and stakeholders (e.g., ICCAT, IOTC). ICES have undertaken trainings in the recent past on MSE and stock assessment. These primarily targeted scientists and early career scientists. ICES training and capacity building that targets a range of stakeholders is discussed further in Section 6.

It was observed that despite being open to stakeholders, stakeholder attendance, diversity, and contributions to ICES MSE workshops are often limited – e.g., WKMSEMAC 2020. This is unfortunate, but represents challenges/barriers that need to be addressed when implementing the Stakeholder Engagement Strategy Implementation Plan, given the potential benefits of engaging stakeholders in the design, evaluation and feedback processes for management strategies – such as, enhanced knowledge/information exchange, improving transparency and salience of scientific advice, stakeholder understanding of uncertainties and trade-offs of potential management decisions, as well as potential industry stakeholder buy-in to management decisions for the fisheries – potentially having implications for compliance and therefore long-term sustainable management outcomes.

The ICES Stakeholder Engagement Strategy Implementation Plan therefore provides an opportunity to reinvigorate the application of existing guidelines and practices for engaging an increased number and diversity of stakeholders in ICES MSE workshops, as well as in ICES Workshops more generally.

For example, engaging stakeholders early in the MSE process (e.g., request formulation and protocol review), ICES working closely with requesters of advice to enhance stakeholder participation, inputs, feedback throughout an MSE process (e.g., workshops and preliminary results dialogue), and having improved communications of ICES Workshop conclusions/ recommendations more generally are considerations.

Moreover, it was discussed that lessons could be learnt from other ICES Workshops that have been successful in engaging more diverse groups of appropriate stakeholders e.g., WKIRISH, WKTRADE.

Annex 5: Examples of creative and created blindness in ICES

The Stakeholder Engagement Strategy acknowledges the central role of stakeholders in contributing to the scientific basis and societal context of advice. The Strategy builds on years of successful cooperation and collaboration between scientists, industry, policymakers and other actors. However, there are illustrative examples of how any of these actors can take advantage of the system through opportunistic behavior/reverse engineering. They are included here to reflect on what institutional devices may need to be established to mitigate or prevent similar occurrences now or in the future.

- **Spanish catch data in WGBIE 2012:** The day before the expert group (WGHMM) met the Spanish participants were told by the Spanish Ministry that they could not use their estimate of Spanish catches in 2011 – they had to use the official catch figures (which were less reliable). This put the Spanish experts and the expert group in a dilemma – should they move forward as instructed knowing this would be based on information which they considered less reliable to the best of their knowledge or look for an alternative. The expert group and subsequently the ICES advisory committee chose not to do either but not accept 2011 data as valid for assessment and do the catch projection for 2013 without 2011 data, with one extra interim year (2011 plus the usual one, 2012) and make this transparent. The expert group report (WGHMM 2012) is [here](#) and the resulting advice is [here](#).
- **Multispecies demonstration advice Baltic:** In 2013 ICES decided to provide ‘demonstration advice’ on multispecies effects in the Baltic. By Demonstration advice ICES meant advice which was not asked for specifically but would be a consequence of legal requirements (in the case for instance that an ecosystem approach was to be followed in the CFP as stated in the basic regulation of the CFP) and which was also a demonstration of what ICES expertise could provide if asked. The demonstration advice is [here](#). The reaction from the European Commission representative responsible for Baltic management was fierce – the position was basically that this advice would make life impossible for those responsible for negotiations as this would basically mean that the choice was between those fishing the pelagic stocks (primarily countries in the eastern Baltic) and cod (countries around the southern basin). Therefore this advice should not have been provided in the first place. [find reference in the BSRAC report from the year]. In this case the advice was provided but it was definitely not encouraged to continue.
- **Survey for sandeel:** Various parties in the Danish fisheries wanted to open the fisheries earlier in the year and this would require earlier advice which in turn would require a specific early survey of sandeel. This survey was then made in 2013 in a cooperative effort between DTU-Aqua and the fisheries involved. The work was 100% financed by the industry. In the data analysis afterwards it became clear that the TAC advice would be lower by including these data. The Pelagic PO then chose to pull the data from the process – given a choice between having an earlier advice with a lower TAC, versus a later advice with a higher TAC. The Advisory Committee discussed the issue but the result was just a very vague statement and no action under point 14.5

at the time from members of the Advisory Committee was fear that further action might jeopardize future data collection.

- **Discard sampling:** The landing obligation in the CFP regulation from 2013 has turned sampling on onboard discarding from monitoring unwanted but legal activity into potential monitoring of illegal activity. Discarding has on the other hand continued, but now illegal. The net result is that serious pressure is now put on the collection and access to this kind of data.

Annex 6: Set of potential questions for the Evaluation Framework

The four phases of engagement described in Section 3.3 serve as the structuring principle in this suggested set of questions.

Strategy & Implementation Plan

- Were the ICES Engagement Strategy and Implementation Plan read and understood by all participants?
- Were the ground rules for engagement in ICES understood by all participants?



Transparency & Accessibility

- Was the entire engagement process communicated to participants transparently, from the preparation phase to the results?
- Did all relevant external stakeholders have access to the information, materials and facilities required for participation?
- Are the outline and goals of the engagement process defined in a language understood by all relevant actors, internal and external (language and jargon)?

Roles & Competences

- What was the disciplinary composition and diversity of engaged stakeholders? Did it appropriately cover the topics of the engagement process?
- Did stakeholders have the expertise to sustainably carry out the necessary steps towards reaching the goal(s) of the engagement process?
- Did the composition of stakeholders reflect the geographical broadness of the ICES community?
- If key stakeholders were missing, what is the reason for their absence? How can this be addressed?

Leadership & Roles

- Were the roles and tasks distributed equally among participants? If not, were they distributed according to their skills and competences?
- What was the split between different internal ICES participants and external stakeholders?
- Was there a clear description of each participant's role and specific tasks in the process?



Power dynamics⁶. The premise is that Distribution of power, capacity and resources is generally imbalanced and needs to be strategically addressed

- Was an analysis of existing power dynamics conducted between internal (ICES) and external stakeholders, between different stakeholder groups, etc.?
- Were these power dynamics (openly) addressed and resolved in the engagement process?

⁶ This is a topic that calls for further exploration from a scientific and operational point of view (see Action 14). How the phenomenon is understood and approached has severe implications for both the engagement and the evaluation.

- If applicable, were decision-making powers distributed (and should they have been, depending on the format)?
- Were instruments applied for consensus finding and constructive, critical discussions?

Central Problem, Goals, and Success Criteria

- What challenge/issue does the engagement process focus on and what is its relevance for reaching the goals of a) ICES and b) the stakeholders involved?
- Does the engagement process build on state-of-the-art knowledge in its field?
- What success criteria were formulated for the process? Are they in line with the success criteria of the Engagement Strategy and Implementation Plan?

Methodology, Integration & Reflection

- Were the engagement methods applied in the process suitable to reach the envisioned goal(s)?
- Were specific methods used to foster collaboration between ICES actors and stakeholders, and between different stakeholder groups?
- Did the engagement method(s) promote mutual learning amongst all participants and the co-construction of knowledge? (if applicable)



Hybrid Meetings

- In the case of hybrid meetings, was there awareness among those responsible for the process of the 'digital affinity' of the different stakeholder groups involved?
- Whenever online meetings were chosen, were alternatives offered for stakeholders that did not have internet access or skills?

Knowledge Integration [if applicable]

- Did the structure and timeline of the engagement process reflect the specific contributions of both science and practice to the overarching goal(s)?
- Was there a concept for the integration of scientific and experiential/practical knowledge?
- Are representatives of all key knowledge types (scientific, practical, ...) involved in each step of the engagement process?

Process Reflection

- Were plans/mechanisms for internal reflection and learning used during the process?
- What methods were used to overcome internal conflicts, e.g. between stakeholders?
- Were the stakeholders engaged equally in all phases of the process (depending on the ICES engagement format)?
- Was feedback about the engagement process collected from all participants?
- How will learnings from these reflections be integrated into future engagement processes?

Achievement of Goals

- Was a scientific goal formulated for the engagement process, and could it be achieved?
- Do the results make a contribution to addressing the challenges brought to the table by stakeholders?
- Were the success criteria formulated for the specific engagement process met, a) in the view of ICES, and b) in the view of the stakeholders?



Quality of Outputs

- What products/publications derive from the project? Do they meet the needs of all participants, ICES and stakeholders?
- Is there documentation of the engagement process that others could learn from?
- Do the achieved results have the capacity to be upscaled and generalized for other cases?

Legacy of the Engagement Process

- How will the results of the process and their impacts live on after its lifetime?
- Which mechanisms will ensure a lasting effect on both the scientific goals of the process and those of the stakeholders?

Annex 7: ICES Communication Plan

ICES Bureau started discussing the need for a communications strategy in 2010 with the aim of being more proactive in outreach. ICES Council adopted a Communications Plan in 2013, and it has been updated once in 2019. The purpose of ICES communications plan is to prioritize the organization's communications goals and define the methods of its outreach activities.

The *objectives* of ICES communications plan (*What do we want to achieve?*) are:

- Raise awareness of ICES as a scientific organization providing sound science and science-based advice on the sustainable management of marine ecosystems.
- Make ICES work, products, and outcomes visible to the scientific community and academia, as well as to new and existing clients and collaboration partners, policy makers, and stakeholders.
- Promote ICES as a reliable collaboration partner.
- Highlight the transparent nature of ICES work processes.
- Recruit new scientists to ICES network.

In terms of *target audiences* (*who do we communicate to?*), they are divided in two categories as follows:

External audience:

- Potential and existing clients (advice requesters)
- Potential and existing collaboration partners, including academia
- Policy-makers
- Stakeholders (e.g., industry representatives and NGOs)
- Scientists who are not yet engaged in ICES activities
- Early Career Scientists and students

Internal audience:

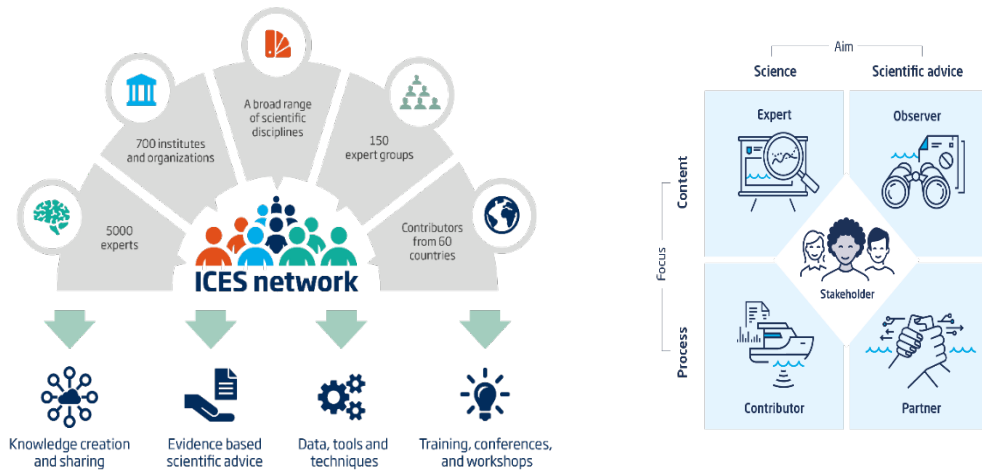
- Member Countries
- Participating institutes
- Scientists already engaged in ICES network

General public is not included as a target audience.

In terms of *tools* (*how we communicate?*), the main channels are the [ICES website](#), the social media (Followers on: [Twitter](#) near 20,000; [Facebook](#) near 6,500; [LinkedIn](#) over 4,000), videos ([YouTube Channel](#)).



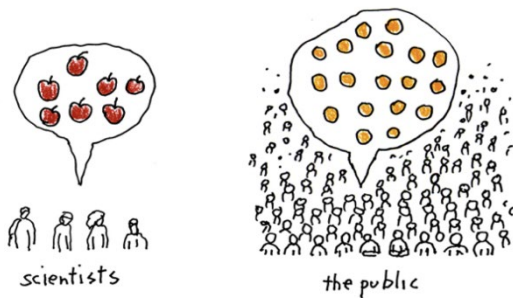
Regarding *outreach material*, there are dedicated outputs in the form of infographics created in-house, such as the examples shown below on ICES network or attributes and role of stakeholders participating in meetings.



Communication needs for ICES Stakeholder Engagement Strategy



science communication



Cartoon by Tom Dunne

WKSTIMP looked at how ICES has evolved over time in regards to its communications outputs and processes, by analysing the main findings of the “opening up” report on ICES from 1980 to 2020. In this document, the need for developing a stakeholder engagement strategy was already identified

- ICES stakeholder engagement has generally evolved in a reactive manner, responding to external drivers for change in best practice for the provision of advice, and in fisheries management overall.
- ICES lacked a defined stakeholder strategy, despite the set of rules designed for stakeholder participation in the science and advisory process.
- The concept of stakeholder had never been defined, the objectives for engagement were not described or monitored, and the roles and responsibilities of all actors were not systematically considered.
- ICES principles, policies, and strategic plan require stakeholder engagement.
- During the evolution of ICES, stakeholders have been used to sense test the science, build momentum for change in reforming processes, gather input for the strategic plans, participate in workshops to reform the advisory system, and engage in dialogue meetings to discuss research programmes and the basis for scientific advice.
- The paths to date for stakeholder engagement were: (1) regulated (e.g., observer policy), (2) voluntary (e.g., expert groups or workshops), (3) incentivized by client requests (e.g., consultation and scoping exercises), and (4) advocated by paradigms of knowledge production (e.g., participatory research and co-creation).
- ICES lacks data, information, and knowledge of how stakeholder engagement takes place within the organization and how it affects ICES performance.

The Stakeholder Engagement Strategy has addressed most of the key concerns and drawbacks reflected in the “opening up” report. It also links the SES with ICES communications plan under its **principle 4**: *ICES communication strategy is aligned with the engagement strategy, and meaningful feedback is provided when appropriate*. This is important in terms of ensuring coherence of action.

Furthermore, a **pre-condition** to establish and maintain stakeholder engagement requires proactive and targeted external communication with the key actor groups. Communication activities must be directed to each specific audience group, identifying their incentives and language.

Annex 8: Mural – Practicalities of Engagement Day 1 – Activity 1

ICES WKSTIMP - Practicalities of Engagement I

Activity 1

<p>What actions are necessary to achieve SES Goals?</p>	<p>Instructions: 1 Sticky Note - Add colour coded sticky notes for necessary Actions to achieve SES Goals based on the SES role - Expert, Observer, Contributor, Partner</p>	<p>2 Get Specific! For ICES Expert Groups include if the Actions are specific to an ICES activity e.g., Data compilation, Benchmark/Inter-benchmark, Regional/Species Working Groups, Ad-hoc/Special Request, Stock Advice, Requests for Service, Overviews/Viewpoints, Other.</p>	<p>3 Tag it! Specify what stages of the Advice Process the Action should apply using the sticky note Tag button. Click a sticky note. Click the 'Tags' icon and select a category e.g., Request, Production, Release, Other.</p>	<p>4 Record the Why? Where possible note down the rationale for each Action. For example: Knowledge production, co-production, sharing, science for policy, scientific advice. See ICES SES (2023) - Section 3.2</p>
<p><small>Tip: You can select a sticky with a left click and three right-clicks duplicate to create a blank sticky note from the template below. Or you can double click to add a new sticky note and then use the settings to adjust colors, font size.</small></p> <p>Contributor</p>	<p>How to ensure input from various committees of knowledge so that essential knowledge from relevant disciplines and actor groups is incorporated into ICES science and advice?</p>	<p>How to engage stakeholders and advice requesters to develop and deliver current and future advice products for the changing priorities of managing marine activities?</p>	<p>How to increase legitimacy, ownership, and accountability for the creation of knowledge?</p>	<p>How to facilitate knowledge exchange and collaboration when addressing operational, tactical, and strategic challenges, thus enhancing innovation and social learning?</p>
<p>Expert Group - Working Groups</p>	<p>Invite stakeholders which can provide additional evidence/ data to address scientific assessment needs</p> <p>Identify organizations that represent stakeholders and seek input, and inclusivity of stakeholders to identify relevant contributors</p> <p>Scoping enquiry with contributors to clarify question - special request</p> <p>Stakeholder mapping to ensure representation - ICES database</p>	<p>organize a participatory workshop with key stakeholders before and/or after the working group</p> <p>Make the stakeholder fixed as roles in relevant working groups and invited to workshops with clearly stated roles. Relevant activities: Request for service, Overviews/Viewpoints, Ad hoc/ Special request; regional/ species requests; stakeholder-observed data compilation(?)</p>		<p>Keep in mind equity and relations of power, generalizations,</p> <p>Incorporate fishers data in scientific process and feedback into the system</p>
<p>Expert Group - Workshops</p>	<p>Special request - NAE. Contributors should be more involved in request development & review - use WRM/AGEE guidelines</p> <p>Increase communication between different Stakeholders levels (at regional, local, international)</p> <p>Quality Control of participants</p>	<p>Make the stakeholder fixed as roles in relevant working groups and invited to workshops with clearly stated roles</p> <p>Invited or informed about drafting groups, and allowed to participate as observers to be fully informed about the assessment and considerations behind the advice suggested as observer</p>	<p>Role of industry scientists</p> <p>Intermediate advisory products</p> <p>Some checking the advice - with appropriate stakeholder engagement before finalising the advice - possibly in an iterative way</p>	<p>Keep in mind equity and relations of power, generalizations,</p> <p>promote and implement science-art projects</p> <p>Workshops need to more consistently communicate out key findings and next steps to relevant audiences/ stakeholders - link to ICES comms strategy</p> <p>plan and budget these outreach activities from the conceptualization of the working groups and workshops</p>
<p>Advice Drafting Group (ADG)</p>	<p>Proofread outputs/reports, to ensure they are understandable to laypeople</p> <p>Report back to expert group on issues identified in the advice report, internally</p> <p>Identify stakeholders and inform/ prepare in advance the meetings</p>	<p>Silent role of observers and potential CoT to perceived by ICES</p>	<p>Importance of easy to comprehend language and visuals. Allow for other types of resource of knowledge sharing to incorporate the most people</p>	
<p>Other - ICES Annual Meetings (MIACO/ MIRIA), Conferences (ASC), Trainings</p>	<p>ACs need to have preparatory meetings before MIACO (identify issues and agree on common approach on how to bring it up with ICES)</p> <p>Agreed action points should be circulated shortly after the MIACO and followed up consistently</p> <p>Advertise/divulge that observers are welcome in ICES, make would-be observers (with language barriers) aware of translation services</p>	<p>Address language barriers</p> <p>Address non-existent involvement of ACs to requests for recurring advice</p>	<p>Several participations are restricted to observer role - which should be more proactive/involved than just listening</p> <p>Address non-existent involvement of ACs to requests for recurring advice</p> <p>Implement Quality Assurance and include a paragraph at the beginning of advice on quality assurance and transparent assessment frameworks</p>	<p>organize a specific conference session on outreach theories, methods and innovation</p> <p>Include user friendly guide in the final advice</p>
	<p>Create an interactive diagram at the website in which group observers can participate. Link to advice finally released.</p>	<p>Entrust observers with transmitting their observations to their colleagues/partners/etc.</p>	<p>Prior to participation, make observers aware of how the act of observing (especially when observing several ICES activities) can be fatiguing (apathy, frustration, burnout)</p>	