



# **Stakeholder Engagement in Support of Good Governance for Fisheries Management**

**Presented to Fisheries Resource Conservation  
Council (FRCC)  
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## Presentation Objectives

- To provide the context for considering “*renewed*” stakeholder engagement as part of the DFO Fisheries Renewal agenda
- To provide an overview of our program of work that examines existing stakeholder engagement mechanisms for fisheries management in Canada and the desired objectives of this initiative
- To explore how to effectively link this body of work to the proposed FRCC main project areas through to 2013.



# Fisheries Renewal Vision Statement

***A credible, science-based, affordable and effective fisheries program which contributes to sustainable wealth of Canadians***



# Fisheries Renewal Objectives

## Long Term Sustainability

By enabling DFO and resource users to achieve strong conservation outcomes through risk management frameworks incorporating the ecosystem and precautionary approaches

## Economic Prosperity

By aligning our fisheries policies and decision-making processes to support economically prosperous fisheries for Canadians

## Improved Governance

By increasing stability, transparency and accountability in fisheries management and by promoting shared stewardship



## Engagement Context: Challenges and Opportunities

- DFO's aim at enhancing transparency, accountability and predictability in the management of fisheries relies on effective stakeholder engagement throughout the process.
- Improving the collaborative environment between DFO, resource users, and others with an interest in the resource is paramount to achieving Fisheries Renewal objectives.
- A thorough understanding of current stakeholder engagement in Canadian fisheries management is an important first step toward helping to ensure a more coherent and effective framework for future stakeholder engagement in support of improved governance.



## Drivers for Exploring Engagement

- Stakeholders being consulted on more and more items
- Despite lacking a revised *Fisheries Act*, changes to how we engage are long overdue
- Desire to streamline the process (fatigue in the system from all sides)
- Requirement to define problems, plan strategically, set objectives, analyze data collection and model systems
- Need for ongoing validation and monitoring of decisions (MAF)



## But there are other drivers...

- Helps increase legitimacy of decision making and increase voluntary compliance
- Based on our observations of select engagement mechanisms across Canada to date, there is a distinct appetite on behalf of DFO staff and stakeholders to renew our approach to engagement
- Desire to shift from the current DFO-patriarchal style approach to fisheries management decision making towards one based on integrated stakeholder collaboration
- Pursuing an ecosystem-based approach to fisheries management requires more than the “standard” industry-DFO bilateral relationship with the occasional input from other areas of expertise
- Drivers such as MSC and the opportunity to secure access to international markets through certification closely considers governance and stakeholder engagement as part of the assessment process



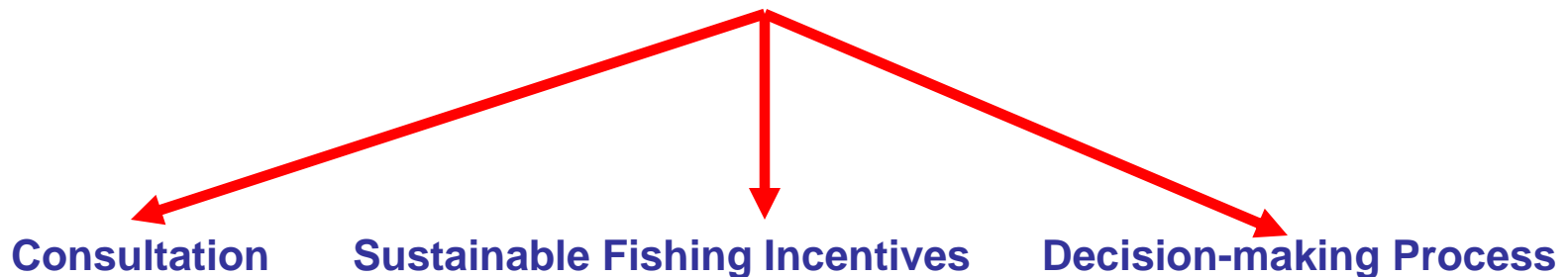
# MSC Standardized Assessment Model for Fisheries Certification

**Adheres to three principles:**

Principle 1: Health of Fish Stock

Principle 2: Impact on Ecosystem

Principle 3: Management System – which considers (*inter alia*):





***Despite significant challenges –  
DFO, resource users and others  
with an interest in the resource  
are committed to engaging. We  
just need to do it better...***





## Engagement Team – Work Priorities

- A **diagnostic** of existing stakeholder engagement / advisory processes currently in use by DFO;
- An international comparative analysis of engagement / governance models to inform our thinking on options for renewed governance mechanisms (where appropriate) in Canadian fisheries management;
- Get input and test options internally, explore options with industry, other resource users and stakeholders - Identify additional options as needed.



## The Stakeholder Engagement Diagnostic

- Designed to identify distinguishing features of our existing stakeholder engagement / advisory processes currently in use by FAM
- Will support development of a coherent national approach to engagement with regional variations according to local circumstances
- Should provide supporting evidence to help us build on existing good practice as well as identify opportunities to explore novel engagement practice where/if needed



# Snapshot Comparative Analysis: Some early observations

## Divergences

- Advisory processes supported by a dedicated Consultation Secretariat in one case. Other regional staff and hence stakeholders do not have similar support.
- More diverse stakeholder interests represented in some regional Advisory Committees (i.e., sports fishing, ENGOs)
- Ability of stakeholders to engage varies across the country
- Facilitators used by some regions, not in others.
- Industry in select regions being proactive in addressing engagement challenges – DFO “reacting”



## National Comparative Analysis con't...

### Divergences, con't...

- Nature of the DFO role in leading advisory processes and other engagement mechanisms across regions observed is not consistent
- More integration and streamlining of stakeholder participation in some regions
- DFO covers cost for some participants and not others – uneven playing field
- Some DFO regions have conducted evaluation regarding stakeholder engagement
- No national consistency in structure of processes



## National Comparative Analysis con't...

### Similarities:

- In most cases, DFO staff chair advisory committee meetings or engagement mechanism being considered. We are active members in the process.
- Although processes are open to outside observers (there are exceptions), few are attended by those besides elected members.
- DFO regional staff and industry concern about legitimacy
- Most, if not all regions, struggling with effective aboriginal engagement
- There is consistent limited use of technology and web-based solutions in support of engagement and consultation management



But...

Generally speaking – the appetite is there for making Advisory Committees and other engagement mechanisms work better...



## Management of the consultative process and use of technology to help us better engage

- Current Engagement work is focused on a pilot of an internal web-based Consultation Management Tool (CMT) across all DFO regions to support more effective engagement and consultation with minimal resource implications.
- This will help achieve immediately attainable solutions / goals such as coordination and sharing of internal consultation information, more effective consultation planning, national calendar of consultations etc.



# Solutions for Improving Engagement

## Long-Term Solutions

- A dynamic and diverse National stakeholder engagement policy and overarching framework responsive to FAM's mandate
- Cost reduction through effective measures, improved compliance and shared roles (research, monitoring, management)
- Enhanced transparency of process, allowing societal inclusion
- Consistent and meaningful integration of stakeholder input into decision-making process
- Improved accountability (shared responsibility), strengthening legitimacy and increasing acceptance
- Effective governance in Canadian fisheries management



## Solutions con't...

### Mid-Long Term Solutions

- Greater integration of stakeholder input into processes
- Exploring industry chairs, other stakeholders as chairs, independent facilitators (allow RMs to focus on being subject matter experts)
- Capacity building and support for DFO staff and others as needs may be to support more effective engagement



## Current Status and Proposed Next Steps

- The Diagnostic is supporting internal dialogue across all Regions being led by Fisheries & Aquaculture Management (FAM) through Shared Stewardship
- Potential options identified to move forward will require testing and input from industry and other stakeholders prior to any policy development on renewed stakeholder engagement
- The FRCC's proposed secondary project on consultation could focus on this external element in 2011-2013, which will then have the benefit of FAM's completed Diagnostic results
- This approach would allow the Council to play a key role in enhancing stakeholder engagement in light of any emerging policies going forward



# DISCUSSION

**Thank You!**