



## Performance Review (2019-2022)<sup>1</sup>

### Summary and Follow-up Actions

#### Internal Functioning – positive dynamic

- Participation in meetings: General satisfaction.
- Representation of interests: General satisfaction. Absence of consumers. More representation of certain parts of the supply chain. Geographically, less consideration for Eastern Europe and smaller markets.
- Running of meetings: Work Programme covers the priorities. Everyone can propose topics. Work Programme is probably too ambitious. Satisfaction with the Secretariat. Good and professional work environment. Lack of sense of ownership over the MAC. MARE is participating in meetings on a regular basis.
- Advice drafting process: Fully open. Well established work procedure. Transparent. Participation of members varies. Instrumental role of the Executive Secretary to find the tone and balance. High importance of consensus.
- Evaluation of Chairs and Executive Secretary: Chair 4.5/5 – Executive Secretary 4.8/5

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<sup>1</sup> At the 29 March 2022 meeting, it was agreed, as an action item, that the Secretariat would prepare a paper summarising the conclusions and recommendations of performance review report prepared by the external consultant, in order to prepare for a discussion on potential actions.



## Advice

- Number and quality: General satisfaction. Relies on members' expert opinions. Recommendations too vague and non-specific.
- Alignment with Work Programme: Increasing number of priorities.
- Follow-up of advice and impact: Impact is unclear. In some specific issues, MAC played an instrumental role. Majority of members considers that MAC is contributing to EU decision-making.
- Advice drafting process: Fully open. Well established work procedure. Transparent. Participation of members varies. Instrumental role of the Executive Secretary to find the tone and balance. High importance of consensus.
- Current CFP framework: Advice is not legally binding. It is a good starting point for stakeholders.
- Contribution to the CFP:
  - "Achieving economic, social and employment benefits, and of contributing to the availability of food supplies" – Moderate
  - "Make the best use of unwanted catches" – Moderate
  - "Conditions for economically viable and competitive fishing capture and processing industry" – Moderate
  - "Contribute to an efficient and transparent internal market" – Extensive
  - "Taking into account the interests of both consumers and producers" – Moderate



## Cooperation Practices

- EC: Very close relationship. Successful invitations. EC replies are generally thorough and consider the various recommendations. EC officials acknowledge recent progress in the work delivered and reactivity. Paying increased attention to advice. Criticism - trying to cover too many issues. Sometimes, members use MAC as a lobbying platform, instead of providing information from the field and proposing solutions.
- STECF: Presentation of economic reports in MAC meetings. Participation as observers in STECF meetings. In terms of contribution, MAC should follow-up more.
- MS: Advice sent to MS, but no response received. Recommendations are usually addressed to EC. With the exception of Spain, very reduced participation in meetings. Interviewed MS officials acknowledged the quality of the MAC's contributions, but noted that the MAC's expertise and knowledge could be used more, rather than acting as a political body. Advice is being taken into account in the Council of the European Union.
- Other ACs: Strong working relationships. AAC, NSAC, NWWAC, LDAC, CCRUP look to work with MAC. For AAC and LDAC members, market is a regular concern.
- EFCA: EFCA considers the MAC's work as highly valuable. Observer in WG2 for fisheries control and IUU.
- Experts, other food sector and outside the EU: No specific working relationship with market experts. Possibility to ally with other production sectors. Presentations from FAO have taken place. MAC could get more involved in some of the FAO's global market work.



## Transparency

- Internal working procedures: Well established and respected.
- Advice: It could be relevant to provide basic information on the advice (origin, main author, contributors). Directory of members (factsheet with basic information about the member – scope, interests, board, annual turnover, constituencies)

## Communication and Public Relations

- Internal communication: Very fluid, but massive. Information on EU legislative activities. It would be useful to disseminate general monitoring of seafood-related news and events, to ensure a minimum shared knowledge. Suggestion of monthly newsletter.
- Communication to partners: Advice sent to EC, MS, MEPs. EP PECH Secretariat follows the website and includes MAC meetings and draft agendas in their newsletter. Suggestion to presentation MAC's work in formal presentations to wider institutional audience.
- Communication with general public: Few press impacts. Advice is not adapted to the press. Twitter is not sufficiently active. Low amount of followers compared to LDAC. Suggestion to provide positive stories that are easily understood by a wider audience.

### List of proposed actions

#	Topic	Consultant's Proposal	Secretariat's Views
1.	Recommendations	Adopt recommendations following the SMART approach e.g., being Specific, Measurable, Achievable, Reachable and Time-bound.	<p>Difficult to implement in practice, since the aim is to reach consensus and there are different interests and views amongst the membership.</p> <ul style="list-style-type: none"> <li>- When developing future recommendations, the proposed action can be taken into account.</li> </ul>
2.	Template for Recommendations	Develop jointly with the relevant services of the European Commission a template for the AC's opinions and the European Commission's replies, justifying the inclusion or rejection of the proposed recommendations.	<p>DG MARE previously considered a template for advice, but decided not to implement it. MAC Advice usually follows a standardised structure (introduction, additional information, recommendations). Unlikely that COM would want to be bound to a template for replies.</p> <ul style="list-style-type: none"> <li>- If members believe it is relevant, the Secretariat can contact DG MARE about developing templates.</li> </ul>
3.	Work Programme	Work on a work programme for Year 7 including a more limited number of priorities organised through a more strategic approach with increased time to work on SMART recommendations for each advice.	<p>The MAC's extensive Work Programme reflects the high number of COM activities, particularly F2F initiatives, affecting the market. It is important to continue following these. Nevertheless, also taking into account the change in the funding (lump-sum approach), it would be positive to be more selective on the priorities mentioned in the Work Programme, focusing on those that advice will definitely be produced on.</p> <ul style="list-style-type: none"> <li>- Reduce number of priorities in the next Work Programme</li> </ul>
3.1	Work Programme – Topic	Follow-up on the advice delivered on Level-playing field, and identify common grounds for MAC's members to work on.	<p>Previous <a href="#">advice on Level-Playing-Field</a> required significant time and effort to be developed. The advice covered several different topics over 22 pages. COM expressed preference for shorter and more specific advice.</p>

			<ul style="list-style-type: none"> <li>- Members can identify different topics of the previous Level-Playing-Field advice to follow-up on individually.</li> </ul>
3.2	Work Programme – Topic	Develop a schematic flow chart of the EU seafood value chain and identify key features to be compared with other food sector.	<p>It would be rather difficult for the membership and the Secretariat to implement the proposed action.</p> <ul style="list-style-type: none"> <li>- If members believe it is relevant, Secretariat could contract external consultant for such an action.</li> </ul>
3.3.	Work Programme – Topic	Follow-up on the work around sustainability criteria to be implemented both for EU production and seafood imports.	<p>The STECF Report on Sustainability Criteria for the Marketing Standards provided inspiration for the development of <a href="#">advice</a>. New advice could be developed, if members have specific suggestions. New advice could also wait for new actions from COM.</p> <ul style="list-style-type: none"> <li>- Once the legislative proposal is published, proceed with new advice on the revision of the marketing standards framework</li> </ul>
4.	Own initiatives	Develop MAC’s own initiatives, organising events or thematic workshops on concrete realities from the field operators, inviting experts, Member States and EU bodies as it was done for production and marketing plans but covering the whole supply chain.	<p>In the past, MAC has been organising one workshop per year (plastics, voluntary sustainability claims, blockchain). The workshops include operators, experts, MS, EU institutions.</p> <ul style="list-style-type: none"> <li>- Identify topics for future workshops</li> <li>- Organise meetings in different MS, in order to include study trips (e.g., ports, farms, processing plants, markets)</li> </ul>
5.	Partnerships	Looking for partnership with seafood experts and scientists (through EU funded projects for example) as to strengthen MAC’s work and analysis.	<p>In the past, MAC considered participation in Horizon projects. Inherent difficulties in contributing to projects, since MAC’s official positions need to be previously agreed (by consensus). Some ExCom members were not interested in the participation in projects.</p> <ul style="list-style-type: none"> <li>- Potential participation in very specific projects</li> <li>- Invite external experts more often to WG and ExCom meetings</li> </ul>



## Final reflections

#	Topic	Consultant's Reflection	Secretariat's Views
6.	Members responsibility	<p>The efficient running of the MAC depends on a large part on the Executive Secretary's organising, facilitating and drafting capacities, which are well recognised and appreciated. The Executive Secretary is also writing the minutes, most advice and supporting materials. The risk is for the members to rely too much on the Executive Secretary and lose sight of their own role and responsibilities in the running of their council.</p>	<p>There is room for increased initiative from the members in relation to drafting of advice, defining topics of the draft agendas, and suggesting priorities.</p> <p>Members could increasingly:</p> <ul style="list-style-type: none"> <li>- Volunteer to rapporteur advice</li> <li>- Suggest agenda topics and Work Programme priorities</li> <li>- In meetings, request the floor to share their views on the topics and on the action points</li> </ul>



### **Contingency Plan in case of Unavailability of the Secretary General**

In accordance with the Rules of Procedure, the Secretariat is appointed for an agreed term. Open tender procedures are periodically launched to contract Secretariat's services. Previous tender specifications foreseen that the tenderer should present a team, which must include at least a Secretary General and a Financial Officer. The established practice has been for the team to include a (full-time) Secretary General, a (part-time) Administrative Officer, and a (part-time) Financial Officer).

In case of unforeseen short-term absence, the Administrative Officer will temporarily undertake the tasks of the Secretary General. If the Secretariat does not include an Administrative Officer, the contracted service provider will designate another appropriate person.

In case of foreseen short-term absence, the Administrative Officer can temporarily undertake the tasks of the Secretary General. Taking into account the views of the MAC Chair, the contracted service provide can designate another appropriate person. If the Secretariat does not include an Administrative Officer, taking into account the views of the MAC Chair, the contracted service provider will designate another appropriate person.

In case of long-term absence, taking into account the views of the MAC Chair, the contracted service provider will designate an appropriate person to temporarily undertake the tasks of the Secretary General.