

Comments received to the ICES Strategic Plan

In the following pages the comments received to the draft ICES Strategic plan have been compiled.

Table of General Comments received

Name	Comments
Peter Gullestad	<p>In general I find the document well written and covering probably “all” relevant issues. On the other hand, covering “everything” could be looked upon as a weakness; a lack of a sufficiently strategic and focused perspective. In the present economic situation of both ICES itself and many member states laboratories, I guess the need to focus is more pressing than ever. On this background I also wonder if it is a weakness in the plan that there are no references to financial (and human) constraints.</p> <p>(Specific comments inserted in the document)</p>
Pierre Petitgas	Clear, well structured, easy to read, fit to the purpose. Bravo!
Kai Myrberg	A lot of good work has been done.(Specific comments inserted in the document)
Eero Aro	<p>First of all I have to congratulate you of very good job already done with ICES Strategic Plan.</p> <p>I found it very well written and being a living document, it well serves the purpose. I did not found any big difficulties to live with it, but here's some small observations for further consideration.</p>
Serge Scory & Kris Cooreman Belgium	<p>Have the reviews of the previous strategic plans (monitoring results of the achievements) been considered/used for the development and improvement of the new plan?</p> <p>Reviews and monitoring. It would be interesting to have an estimate of the amount/ratio of the available scientific information on important issues that scientists bring to ICES. This is a difficult exercise where e.g. the members of the EGs might provide an approximate estimate. Full access to the available information is needed to develop an</p>

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	ecosystem-based approach. It is also dependent on the allocation of time that scientists get in their respective national institutes to serve the ultimate objectives of ICES. ICES should stress the importance of this international initiative to MS and encourage the MS to allow their scientists a full commitment to the ICES work. This serves ICES as well as the research organizations.
Darius Campbell-OSPAR	<p>Thank you for the opportunity to comment on the Draft ICES Strategic Plan.</p> <p>I've read the plan with interest. It highlights well ICES working practice and principles and clearly expressed its science, data and secretariat goals.</p> <p>The following may not lead to changes in your draft Strategic Plan, but I think from a Regional Seas what I might want a bit more of an understanding is what ICES plans to do in developing its collaboration with other organisations in the marine environment, but I am not sure if this is what you plan to address in this Strategic Plan, or elsewhere in your Science/Advisory/Secretariat Plans and documentation.</p> <p>For instance, it is great to see in goals 1 and 2 an integrated approach to the marine environment and interactions with human use. Could there also be more said on how ICES engages with evolving management processes being developed by (all) ICES member countries, whether this is the national Marine Policies or via EU Marine Strategy Framework Directive or Regional action plans? I would presume the specifics of such policy/management approaches will also influence how ICES organises or approaches specific parcels of work, while retaining its scientific rigour integrity etc.</p> <p>On the same subject, the ecosystem approach (or its other labels) is still an evolving concept and not yet really put in practice yet by national management authorities. Has ICES got a vision of itself in working with others to make the ecosystem approach a reality beyond the specifics of understanding food-webs and pressures etc? This could be just about expressing ICES's role in developing global models of integrated marine assessment.</p> <p>In both the Data section and the Secretariat section, I wondered also if the strategy could talk about plans/process for further developing strategic alliances</p>

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	<p>and partnerships. Given shortage of resources all around, how will ICES work with its member countries or with regional partners, such as OSPAR? Are there synergies and shared activities that ICES will be seeking out in order to improve effectiveness and efficiency.</p> <p>I hope this helps with your further discussions</p>
<p>Kari Stange PhD Candidate Wageningen University Environmental Policy Group</p>	<p>Thank you for this opportunity to comment on the Draft ICES Strategic Plan 2014-2018. Considering that the work of producing the plan is now in its final stages, I will focus on issues where I see opportunities for improving the document by clarifying the text:</p> <p>I would expect to see a reference to the Strategic Initiatives somewhere in the document.</p> <p>(Other Specific comments inserted in the doc)</p>
<p>Alistair Lane Executive Director European Aquaculture Society</p>	<p>It looks fine to me.</p> <p>Many thanks Paul for sharing and seeking broader input.</p>
<p>Pew Charitable Trusts</p>	<p>See letter (attached)</p>
<p>Vladimir Shibanov NAFO</p>	<p>Further to your letter of 30 September 2013, the NAFO Scientific Council and the Secretariat have reviewed the ICES Draft Strategic Plan and I can confirm we have no comments to make.</p>
<p>Per Sandberg Directorate of Fisheries, Norway</p>	<p>I find the plan well written and composed so my comments are few. In general, I think the plan could have been more focused around the core tasks of ICES. Historically, ICES has had a strong voice as to how humans should utilize living resources. These core tasks will be challenging when seen in an ecosystem perspective. Although there will be demand for ICES work beyond these tasks, and ICES no doubt will deliver according to such demands, I believe the strategic plan should guide the organization to focus more on its historically core tasks. As a consequence of my view, I think it is a lack of focus to (in the introduction) use phrases like “sustainable management of the seas” or “to provide evidence-based knowledge and advice to support management decisions”. Which management decisions?</p> <p>(Specific Comments inserted in the document)</p>

<p>Peter Hutchinson Secretary NASCO</p>	<p>Thank you for your letter dated 30 September and the invitation to NASCO to comment on the draft 2014 - 2018 ICES Strategic Plan. I appreciate being offered this opportunity and have two general comments as follows:</p> <p>First, the Strategic Plan makes reference to the need for ICES to provide scientific advice that is timely, quality assured, independent and politically neutral. These are important aspects for NASCO and are highlighted in our MoU with ICES. The draft Strategic Plan does not describe the steps taken by ICES to ensure that the advice is independent and free from political influence (although it is stated that discussions are held with managers and stakeholders and reference is made to the Advisory Plan) nor does it outline the ICES approach to quality assurance. If these are not described in the final version of the Strategic Plan, it would be helpful if reference could be made in the Plan as to where this information can be found. I would add that not only is the timeliness of the advice important but it is vital that it is communicated to managers in a clear and concise manner but this requirement does not appear to feature in the draft Strategic Plan. With regard to the advice to NASCO, ICES has made excellent progress on timeliness and communication of the advice although, as we have indicated previously, in years when catch advice is provided it delegations time to consider the advice in advance of the negotiation of new regulatory measures.</p> <p>Second, the draft Strategic Plan focuses almost exclusively on marine ecosystems, whereas in the case of Atlantic salmon (and presumably other diadromous fish species), advice is also sought from ICES that relates to fresh, estuarine and coastal waters. For example, the 2013 NASCO request for advice from ICES, CNL(13)10, includes the following:</p> <p>1.2 report on significant new or emerging threats to, or opportunities for, salmon conservation and management;</p> <p>1.3 provide a review of examples of successes and failures in wild salmon restoration and rehabilitation and develop a classification of activities which could be recommended under various conditions or threats to the persistence of populations.</p>
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	<p>Many of the threats confronting the wild Atlantic salmon, and that are amenable to management action, occur in fresh, estuarine and coastal waters and much of the valuable restoration and rehabilitation work being undertaken involves actions in these environments, particularly in rivers. The two examples above, and the standing requests relating to catch statistics and stock status, involve data collection and monitoring in rivers where ICES advises an increasing proportion of the total catch now occurs. Furthermore, the Framework of Indicators, developed by ICES and used to evaluate whether re-assessment of multi-annual advice is required during the course of multi-annual regulatory measures/decisions, relies on indicators of abundance based on data from monitoring in fresh waters. As currently drafted, the ICES Strategic Plan does not reflect the fact that NASCO, and possibly other clients, seek and receive advice relating to aquatic ecosystems other than those in the marine environment.</p> <p>We welcome the recognition in the draft Strategic Plan of the need for the advice to consider the impacts of climate change on marine ecosystems. As previously noted, in the case of the Atlantic salmon the advice should include potential impacts in freshwater and ICES has already provided some very useful information on this topic through the work carried out by your SGBICEPS Study Group.</p> <p>I hope these comments may be of assistance and thank you again for the opportunity to have this input. Belated congratulations on your appointment as the President of ICES. I look forward to working with you and your Secretariat team during your term in office.</p>
<p>Wendy Watson-Wright</p> <p>Executive Secretary and Assistant Director General</p> <p>Intergovernmental Oceanographic Commission of</p>	<p>Thank you for sharing the ICES draft strategic plan. As requested, below are IOC's comments.</p> <p>1. The new Strategic Plan is updating the vocabulary that ICES has used for the last 25 years and is moving ICES from advice to science. We note that the draft has inserted a few words into the ICES Mission, those being 'understanding of marine ecosystems, provide information, knowledge'. We believe that this is progress</p>

UNESCO	<p>in the right direction.</p> <p>2. The vocabulary In the definition of the Goals is also different from the previous strategic plan, where terms such as 'deliver', 'advise' and 'member states' were repeated several times. Now it is more based on Science, ecosystem, sustainability, etc. in line with Strategic Plan's adopted by other organizations such as the IOC Medium Term Strategy 2014-2021. We feel this is also moving in the right direction.</p> <p>3. Article 2 of ICES Statutes reads as follows: The Council shall be concerned with the Atlantic Ocean and its adjacent seas and primarily concerned with the North Atlantic. But in this new draft (in page 7, section Science and policy landscape in which ICES operates) it is said that: Through its 20 member countries, ICES focuses on the North Atlantic and adjacent European seas, as well the Arctic Ocean. This expansion is also implicit in the figure inserted in the front cover. We wonder if this change - which we find substantial - has been or should be approved by ICES Member States before it is included in the Strategic Plan?</p> <p>4. The SP draft states that: The work of ICES is complemented by strategic partnerships in the North Pacific (with PICES) and in the Mediterranean Sea (with CIESM and GFCM), with no mention of the IOC. Since ICES and the IOC, with its global ocean mandate, have recently signed a MoU, we would suggest (and hope) the IOC should feature prominently as a partner.</p> <p>I trust you will find these comments useful. Best of luck as you move forward.</p> <p>Cheers!</p>
Verena Ohms Executive Secretary Pelagic RACs	<p>Thank you very much for the opportunity to provide comments on the ICES strategic plan 2014-2018. With this letter we would like to contribute some ideas and suggestions that we feel will improve the focus of the ICES strategic plan as presented in the document enclosed to your mail.</p> <p>Landing obligation</p> <p>Overall we would like to express that we find the document somewhat unbalanced in the sense that none of the ICES goal's for 2014-2018 is dealing with the transition</p>

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	<p>from landings advice to catch advice. This is in contrast to that this transition is been considered the largest revolution in the Common Fisheries Policy. To serve as an example of this we would like to point out that in the overall document the term “ecosystem” is mentioned 37 times, integrated 11 times, however landing obligation or landings are not mentioned at all and catch is only mentioned twice. The landing obligation and the transition from a landings advice to catch advice is the single most important issue the RACs are dealing with at the moment. We think that it would have been prudent for ICES to envision its role in facilitating this transition.</p> <p><u>Secretary role to ensure consistency in advice</u></p> <p>As stakeholders we are very dependent (and well supported, we might add) by the secretariat. However, we would like to suggest that one of the goals of the secretariat is to secure consistency in the advice, both in terms of the advice procedure, the interpretation and methods used and the presentation of the final advice. Consistency in interpretation and methods used is a prerequisite for a high confidence in the advice and consistency in the advice procedure is a prerequisite for transparency in the process.</p> <p><u>Stakeholder involvement</u></p> <p>We fully endorse the idea that stakeholders should be involved in collaborations and dialogues and we acknowledge that ICES has already achieved considerable results in this respect. Nevertheless we would like to call out for more concrete measures of how this is achieved. As a concrete measure we suggest to have a general opening of the special request experts groups for observers/clients. In those cases where such groups have been open we have experienced a very beneficial process for both stakeholders and scientists. Thus we suggest that this should be the rule and not the exception. We envision that such a proactive move will initiate a similar process as the one seen for the benchmark group, where the inclusion of stakeholders has resulted in a larger understanding of the advice process. We believe that observes in the special request groups will result in</p> <ol style="list-style-type: none"> 1) a stakeholder/client understanding of the time, expertise and effort needed by ICES and national experts to answering special requests, 2) a better understanding of how requests should be
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	<p>formulated and what types of questions are appropriate for a scientist to answer and</p> <p>3) a closer connection with stakeholders to help avoid misunderstandings and thereby securing that the effort put into the work by scientists is focused and aligned with the objectives of the requests.</p> <p>We hope that you find the comments raised above useful and that you will consider including them in the ICES strategic plan for 2014-2018. In case you have any questions please do not hesitate to contact me.</p>
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BUREAU DRAFT REPORT 2013

Draft ICES Strategic Plan 2014 – 2018

Science for Sustainable Seas

Revised 25 September

Draft



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Introduction

The ICES Strategic Plan (2014 – 2018) recognizes that the world is rapidly changing and that past successes and current strengths do not automatically translate into a bright future. Launching the ICES Strategic Plan (2014 – 2018) is an important accomplishment milestone, but the process of self-examination, internal and external dialogue, and critical thinking about the future is the real benefit. In a changing marine science and policy landscape, society needs a strong objective scientific community that can support the sustainable management of the seas. As an organization, ICES is confident that it will continue to attract outstanding scientists to successfully accomplish the goals of its Strategic Plan.

ICES is a network of marine scientists, based on an international intergovernmental convention. The work of ICES is facilitated through this network of more than 4000 scientists, from over 350 marine institutes in 20 member countries and beyond (with ICES experts coming from 45 countries). The ICES network engages in frequent collaborations with industry stakeholders, and with various inter-governmental, and non-governmental organizations.

A key principle for ICES in developing scientific knowledge is addressing informational gaps and needs in a deliberate, well-planned manner to avoid duplication and add value to on-going processes. The important and unique features of ICES are its capability to cover the entire informational-scientific spectrum from monitoring and data provision to science-research and advice, and its ability to enhance capacity building through outreach and training programmes. These capabilities are supported by a formalized, yet highly responsive, organizational structure that ensures the objectivity and integrity of all work undertaken, and thus the apolitical-objective nature of the knowledge, advice, and products developed and delivered by ICES.

ICES will continue to use its unique position as an independent marine science organization to formulate, coordinate, and conduct research on oceanic and regional ecosystems and fisheries, and to provide evidence-based knowledge and advice to support management decision-making.

The purpose of this Strategic Plan is to present the direction of ICES over the next five years in the period 2014–2018 in addressing a rapidly changing marine science and policy landscape. Implementation of this strategy will confront the challenges of protecting and restoring the health and productivity of the oceans for the benefit of present and future generations.

Comment [EJ1]: Kari Stange: Explain the relation between this Strategic Plan and the other associated plans. The other related documents are mentioned later, however; I think it would be useful to the reader to be aware of the overall ICES guiding document structure from the beginning. Mention the influences that ICES consider to be especially important at this point in time. There is now a general reference to “a changing marine and policy landscape” – this leaves me wondering which specific changes and trends that have influenced the making of this ICES Strategic Plan for this specific time period. How is the Strategic Plan modifying the direction of ICES work the next few years? Based on which influences? For example: if “Regionalisation” is a keyword in a changing policy landscape; how is that reflected in ICES priorities for the work that is to be carried out within the four pillars? Clarify how ICES sees strengths in both internal (within ICES) and external networks. I would suggest a more neutral tone when referring to how ICES works (*outstanding* scientists, *more than/over* xx members and institutions, *highly* responsive structure). You could consider saying something about how ICES is aware of the need to (continue to) renew itself to continue to attract experts, and point out ...

Comment [EJ2]: Kai Myrberg: I would rephrase “world is changing” to “our society is under rapid changes”!

Comment [EJ3]: Eero Aro: I agree that the world is rapidly changing, but all organizations are telling us that, thus some other wording may be more proper in here. It is not really a credi ...

Comment [EJ4]: Kai Myrberg suggests to delete

Comment [EJ5]: Eero Aro: I agree that our activities will continue to attract outstanding scientists to successfully accomplish the goals of ...

Comment [EJ6]: Peter Gullestad: Replace “that ensures” with “to ensure” (we do our best, but we cannot always guarantee the result)

Comment [EJ7]: Kai Myrberg: is ICES in all respects apolitical?

Comment [EJ8]: Kai Myrberg: “unique position” this is very pompous., may be “excellent position”

Comment [EJ9]: Belgium: propose to replace the word conduct with e.g. promote/encourage.

Comment [EJ10]: Bill Turrell: “next five years” only makes sense if the plan is read this year

Comment [EN11]: Eugene Nixon: Is this mentioned a little too often - would “evolving” to indicate improvement rather than “changing” be better?

1 The Basis for ICES – The Convention and the Copenhagen Declaration

ICES was established in 1902 as an intergovernmental organization. The ICES Convention (1964) and the Copenhagen Declaration (2002), signed by the Contracting Parties (Member Countries of ICES), outline the fundamental purposes of ICES.

The ICES Convention states that the purposes of ICES ~~is~~are:

- To promote and encourage research and investigations for the study of the sea particularly those related to the living resources thereof;
- To draw up programmes required for this purpose and to organise, in agreement with the Contracting Parties, such research and investigation as may appear necessary;
- To publish or otherwise disseminate the results of research and investigations carried out under its auspices or to encourage the publication thereof.

In the Copenhagen Declaration, the Contracting Parties agreed to;

- Reaffirm their commitment to maintain ICES as a strong and independent scientific organisation in order to improve its capacity to give unbiased, sound, reliable, and credible scientific advice on human activities affecting and affected by, marine ecosystems;
- Endorse the ICES Strategic Plan as a basis for future ICES scientific and advisory work;
- Stress the need for ICES to develop and promote science-based knowledge of living marine resources and marine ecosystems
- Stress the need for ICES to strengthen working relationships with users of scientific information on living marine resources and marine ecosystems, including fishery management organisations and environmental commissions, and with stakeholders that are affected by or have an interest in, ICES work, thus requiring that ICES:
 - apply a quality assurance scheme for its advisory function;
 - adopt procedures to ensure the full consideration of data from a wide range of stakeholders;
 - be flexible and timely in providing scientific advice to meet the needs of decision-makers responsible for the stewardship of living marine resources and marine ecosystems without compromising the quality or reliability of the advice;
 - ensure that ecosystem considerations, including the effects of human activities and climatic and oceanographic conditions, are taken into account;
 - frame advice in relation to fisheries management, giving full consideration to the ecosystem context.

Comment [EJ12]: Belgium: We propose to switch the following words: ... living marine resources and marine ecosystems... and use ... marine ecosystems and its living resources ... Despite that advice to fisheries management is an important and main task to ICES, the wording in the document might feed the impression that the focus is on exploitation while an ecosystem based approach should strive to fully understand the functioning and impacts on and from the marine environments including the marine living resources. This complies then also with the ICES website (What to do): ... to increase the basic knowledge of the marine environment and its living resources ... and the name of the organization: International Council for the Exploration of the Sea. It would also stress the ecosystem-based principal of scientific advice to maritime management.

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2 The ICES Organization

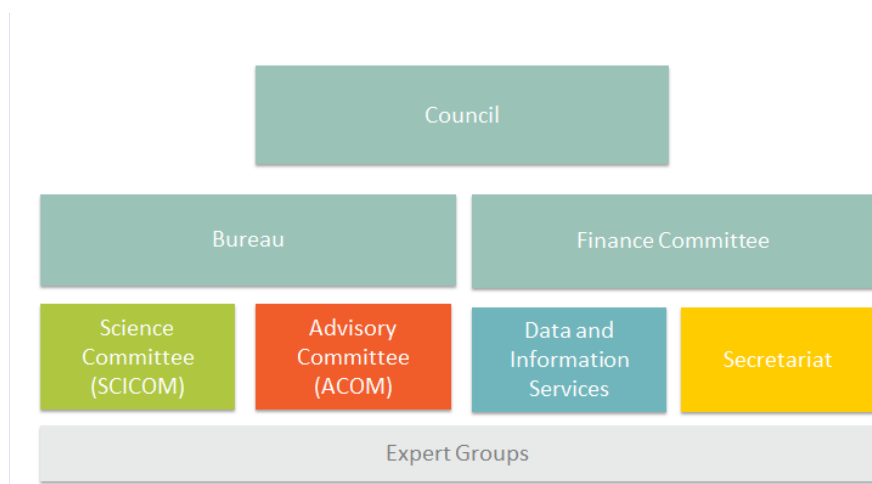
To organize its work, ICES has established a structure of committees supported by a Secretariat. This organizational structure ensures an efficient delivery of products and services, and facilitates the participation of a diversity of experts across a wide range of disciplines.

The ICES Council is the governing board, consisting of two representatives from each of the 20 member countries, meeting annually under the chairmanship of a President, elected for three years. The Bureau, an elected board of seven members chosen from the Council delegates, serves as the executive committee of the Council. Financial matters are overseen by the Finance Committee, meeting annually, to discuss fiscal issues and to review the audit report.

The Science and Advisory Committees (SCICOM and ACOM) are committees that the Council has delegated to advance the scientific and advisory work of ICES, respectively, including integration of joint activities where appropriate. To accomplish this work, SCICOM and ACOM manage supporting structures, which includes expert groups. Members of both Committees are national representatives nominated by member countries.

Data and Information Services delivers needed data, data services, and products that enable the science and advisory work to be successfully accomplished.

The Secretariat supports the ICES network, and provides strategic inputs, technical and administrative expertise, and assistance in the delivery of science, advice, and data products.



ICES Structure

Comment [EJ13]: Eero Aro: I think this chapter is very good. No one is really interested how we organize our work, but this one page gives the basics. I found it very useful.

Comment [EJ14]: Peter Gullestad: Replace "ensures" with "helps to ensure" (we cannot always guarantee the result)

Comment [EJ15]: Kai Myrberg: ICES structure map could include some more details (something which takes place inside the boxes)

Comment [EJ16]: SMG: Remove/shorten title

3 The Science and Policy Landscape in which ICES operates

Note: The following section is still being edited and developed. Significant changes can be expected. Input and feedback welcome.

The marine science and policy landscape is diverse and dynamic, and is important in establishing and understanding the context in which ICES operates.

The policy landscape is framed by intergovernmental agreements and conventions at the global, regional, and national levels. These mandates include United Nations Conventions, Regional Seas Conventions, European Union legislation, as well as [bi- or multilateral agreements among ICES Member Countries](#), national legislation and policies.

During the last decade, the landscape has evolved from focusing on separate sectoral issues (such as living resources, energy, and transport) toward the inclusion of more integrated aspects that embrace entire ecosystems. This integration has focused on linkages across sectors and disciplines, and on identifying and evaluating the cumulative ~~impacts~~ pressures of different human activities on marine ecosystems.

The ICES Strategic Plan takes cognizance of the changing policy landscape to ensure that ICES maintains and enhances its capability and relevance in providing scientific advice for marine management policies. Changes in the policy landscape also require marine science to more fully integrate the array of scientific disciplines to better understand marine ecosystems and how these systems are affected by human activity at various temporal and spatial scales.

In the period 2014-2018 major policy changes within the ICES regions are expected, and ICES is preparing to meet the challenges these pose. Known changes include:

- the reform of fishery management policies and approaches, including the reform of the European Common Fisheries Policy

- the implementation of regional integrated ecosystem assessments, including through the European Marine Strategy Framework Directive

- the implementation of regional marine spatial planning, including xxxx

- expansion of human activities in the Arctic Ocean, including

- any more key changes ??

Growing expectations are now being placed on oceans to provide food, resources, habitats and livelihoods; in response, policy makers increasingly recognize the need to address the multiplicity of human ~~impacts~~ pressures on oceans and seas in integrated and coordinated ways.

ICES recognizes that its core expertise lies in understanding the [productivity of living marine resources](#) ~~limits of resilience of ocean systems against a background to pressures from -of~~ multiple uses. ~~These limits~~ This productivity will change in response to many factors, including the increasing direct and indirect impacts of climate change on marine ecosystems particularly in Arctic and sub-arctic seas. ICES acknowledges the need to respond to the evolution of policy and science needs with ambitious and innovative solutions.

(In the final version a web link or QR code will be available to the extended version of the living document "The Science and Policy Landscape in which ICES Operates")

Comment [EJ17]: Peter Gullestad: In my opinion there are two top level global policy challenges which will be important (also) for marine research to address in the coming years; namely climate change including ocean acidification, and a continuously growing global population's need for more food, including how sustainable seafood from fisheries and aquaculture could contribute in this regard. These two challenges could have been emphasized and highlighted stronger than what is the case in chapter 3 of the present text.

Comment [EJ18]: Belgium: The plan refers solely to European programs (MSFD, CFP, regional programs). The plan should also link to other programs of the non-European member states.

Comment [EJ19]: Kari Stange: Provide the mentioned link to the living document early in this section, and explain how it relates to this particular Strategic Plan; i.e. what can the reader expect to find behind the link? In what way does it go into detail about strategic and operational issues?

Comment [EJ20]: Eero Aro: This chapter is a tricky one. I do not know who has written this part, but in general it clearly gives a reader a clear picture, how we presently see our scientific and policy landscape. Well done. Of course it will change in due course, but certainly we can easily live with this one. On page 7 we have a statement that "to ensure that ICES work is relevant and responsive to the needs of society, ICES is committed to providing the required scientific knowledge, in collaboration with its strategic partners". OK, clear, but who are our strategic partners is not very clear? We may speculate ...

Comment [EJ21]: Pierre Petitgas: Section 3. it could be useful to cite/ list major upcoming changes, such as in the EU, the new CFP and the national commitments to the MSFD; In other areas?

Comment [EJ22]: Peter Gullestad: Insert after legislation, "bi- or multilateral agreements among ICES Member States,"

Comment [EJ23]: Per Sandberg: I would focus on the productivity of living marine resources instead of "limits of resilience of ocean systems"

Comment [EJ24]: Peter Gullestad

Comment [EJ25]: Peter Gullestad



ICES operates in a **complex and changing marine research and policy landscape**. The diagram above lists some of the organizations and sectors ICES collaborates with. The roles are overlapping and examples listed **not exhaustive**.¹

~~Existing m~~ Marine policy and legal instruments call for a strong science foundation to support their objectives and goals. To ensure that ICES work is relevant and responsive to the needs of society, ICES is committed to providing the required scientific knowledge, in collaboration with its strategic partners.

Although specific human activities may have particular effects on the marine environment, the study and management of the oceans and human activities also requires an inclusive, inter-sectoral approach. Though different challenges confront different oceanic and regional sea areas, ICES possesses the expertise, experience, and creativity to address many of these challenges. by developing robust, internationally relevant standards and methodologies, which will enable comparison between eco regions. Regarding some inter-sectoral challenges, ICES will collaborate with specific academic partners to provide reliable advice.

Through its 20 member countries, ICES focuses on the North Atlantic and adjacent European seas, as well as the Nordic seas and Arctic Ocean. The work of ICES is complemented by strategic partnerships in the North Pacific (with PICES) and in the Mediterranean Sea (with CIESM and GFCM). Well-established links to technology and innovation platforms, industry associations, and non-governmental organizations help to ensure that ICES remains relevant and responsive to clients, partners, and the general public. Interactions with clients, stakeholders, and partners are also important in identifying priorities for ICES.

Comment [EJ26]: SMG: List organizations alphabetically
Replace NGOs- with the title- Civil Society- and make more generic including the following Groups:
Environmental organizations;
Communication partners/media/journalists; Women's organizations; Consumer organizations

Comment [EN27]: Eugene Nixon: I think we might be overselling this change landscape a bit. we also need to be consistent - is it "research and policy" or "science and policy"

Comment [EJ28]: Bill Turrell: Are IOC and FAO etc. "International Policy Drivers"? Aren't they "International Policy Organisations"? I would also question the classification of IPCC etc.

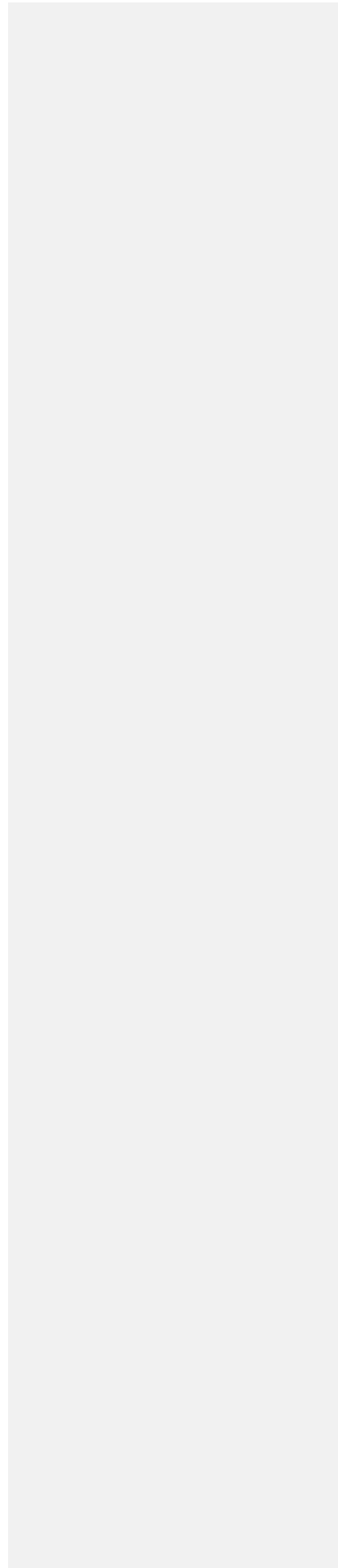
Comment [EJ29]: Peter Gullestad

Comment [EN30]: Eugene Nixon: why comparison - it is the status and condition of the different regions we want to know

Comment [EJ31]: Per Sandberg

Comment [EJ32]: Wendy Watson-Wright: The SP draft states that: *The work of ICES is complemented by strategic partnerships in the North Pacific (with PICES) and in the Mediterranean Sea (with CIESM and GFCM), with no mention of the IOC. Since ICES and the IOC, with its global ocean mandate, have recently signed a MoU, we would suggest (and hope) the IOC should feature prominently as a partner.*

¹ Figure Acronyms: Baltic Marine Environment Protection Commission (HELCOM), Convention for the Protection of the marine environment of the North-East Atlantic (OSPAR), Convention on Biological Diversity (CBD), Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), European Environment Agency (EEA), European Union (EU), Food and Agriculture Organization of the United Nations (FAO), General Fisheries Commission in the Mediterranean (GFCM), [International Arctic Science Committee \(IASC\)](#), International Commission for the Conservation of Atlantic Tunas (ICCAT) International Council for the Exploration of the Sea (ICES), International Council for Science (ICSU), Intergovernmental Panel on Climate Change (IPCC), Intergovernmental Panel on Biodiversity and Ecosystem Services (IPBES), Intergovernmental Oceanographic Commission (IOC), Northwest Atlantic Fisheries Organization (NAFO), North Atlantic Salmon Conservation Organization (NASCO), North Atlantic Marine Mammal Commission (NAMMCO), North East Atlantic Fisheries Commission (NEAFC), North Pacific Marine Science Organization (PICES), Scientific Committee on Oceanic Research (SCOR), Statistical Office of the European Communities (EUROSTAT), United Nations Development Program (UNDP), United Nations Environment Program (UNEP), World Wildlife Fund (WWF).



4 **ICES Vision and Mission****ICES Vision**

To be a world leading scientific organization securing the sustainability of the seas.

ICES Mission

To advance the scientific understanding of marine ecosystems, provide information, knowledge, and advice on the sustainable management of human activities affecting, and affected by, marine ecosystems.

Comment [EJ33]: Kai Myrberg: This is very short, may be that is the idea.

Comment [EJ34]: Kai Myrberg: The vision is somehow vague. I suppose that to be a leading scientific organization as a vision tells nothing.

Comment [EJ35]: Eero Aro: ICES Vision is really a short one. That's the way it should be, but I have some doubt that sustainability is really THE GOAL what we are striving for. It's more than that, but how to formulate the vision, is the problem. We like to sustain diversity, health and productivity, but..... Perhaps some English speaking Cambridge colleague may help.

Comment [EJ36]: Belgium: The word 'sustainability' in the ICES vision (p.9) might also be misinterpreted as 'sustainable exploitation'. Also in this context ICES is in a good position to promote and encourage knowledge building research on ecosystems, including seabirds and marine mammals (not mentioned in the doc.), but preferably including an applied finality at the short, middle or long-term (fundamental knowledge building research for advice). A strategic challenge would be that ICES has the tools to accurately assess the causal relationships of changes that occur in the marine environment. It happens that fisheries regulations were ineffectual when the root causes of reduced fish stocks are unrelated to fishing. A recent example is the population-level impact related to a single chemical (the antifoulant tributyltin and reduced shrimp Crangon crangon stocks in the southern North Sea). This and other new upcoming/ongoing challenges such as globalization effects, invasive opportunities and threats (bacteria, viruses, jellies) that affect both the marine food chains and ecosystems and the food/feed quality/safety for consumption should bring ICES in a discussion on its future role in the production of scientific advice to integrated management. Fisheries ...

Comment [EJ37]: Peter Gullestad: Delete "securing the sustainability" and insert "in support of the sustainable management". The vision as it stands is badly phrased. (ICES has no mandate or power to secure sustainability. And seas cannot be sustainable, but management can).

Comment [EJ38]: Eero Aro: ICES Mission is fine!!

5 ICES Core Values

ICES recognizes a number of core values that underpin all activities of the organization. These guide the implementation of the strategy and inform the day to day operating principles of the organization.

- We value marine ecosystems, their diversity, the sustainable use of their resources, and the protection of the natural environment in all our endeavours.
- Independence, integrity, and objectivity guide our science and advice.
- We work to the highest standards of quality.
- Through partnerships, we recognize and respect the work of others.
- We are responsive and sensitive to the needs of society.
- We value diversity in science.
- We are committed to openness and transparency in the way we work and in how we communicate our work to others.

Comment [EN39]: Eugene Nixon: Needs to be put stronger I think. "The core values that underpin all ICES activities are:-"

Comment [EJ40]: Eero Aro: I agree all seven core values. I would add diversity in bullet point one and I did not understand the diversity of science.

Comment [EJ41]: Bill Turrell: Is this third phrase needed in this sentence? Is this not covered by "sustainable use" ?

Comment [EN42]: Eugene Nixon: can we say something about being proactive - is what we are saying here is that ICES will provide what we think is needed as well as what we are asked for? if so should we be more direct.

Comment [EJ43]: Kai Myrberg: -we value diversity in science -this meaning....?

Comment [EJ44]: Eero Aro: ?? Yes, of course. I get the meaning but I do not understand.

Comment [EJ45]: •Kari Stange: I find the formulation "We value diversity in science" vague. Diversity in what sense?

6 ICES Strategy – Pillars, Goals, and Activities

The ICES strategy is based on four pillars:

1. Building a Foundation of Science
2. Producing the information and advice decision makers need
3. Underpinning Science and Advice through Data and Information services
4. Supporting the organization through the work of the Secretariat

For each pillar, the ICES Strategic Plan includes one or more goals with associated activities. The list of activities is not exhaustive, and therefore some overlap exists between goals. The intention of the Plan is to ~~illustrate~~ guide the future direction of ICES without being prescriptive, and hence encouraging responsiveness and flexibility.

Comment [EJ46]: Eero Aro: Agreed. Very simple building blocks.

Comment [EN47]: Same point again - can we be more direct as state something about being proactive.

Comment [EJ48]: Kari Stange: This text (p.11), especially the last sentence, would fit nicely as part of the introduction. The reference to the four pillars w/associated separate documents would help the reader understand the thinking behind the outline of the Strategic Plan.

6.1 Building a Foundation of Science

The world's oceans play a crucial role in the functioning of the global environment. Marine ecosystems are driven by physical and chemical processes that influence the development of biological communities and exploitable resources. As humans are among the many species that play a part in this process, understanding the physical and biological functioning of marine ecosystems is fundamental to interpreting human dependence and influence on them.

Goal 1

Develop an integrated, multidisciplinary- and interdisciplinary understanding of the structure and dynamics of marine ecosystems and their resilience and responses to change

Goal 2

Quantify the relationship between human society and marine ecosystems, estimate pressures and impacts ~~and pressures~~, and develop science-based, sustainable pathways

Supporting Activities

ICES will take the lead in advancing the integrated scientific understanding of marine ecosystems and provide knowledge of human activities affecting, and affected by, marine ecosystems. ICES will achieve this by:

- investigating the structure, functioning, dynamics and interconnectedness of marine ecosystems, their different biotic components, and the abiotic environment at different spatial scales;
- providing tools and methods for assessing the relationships between marine ecosystems, their biological resources, and the provision of services to society;
- developing integrated ecosystem assessment methodologies and approaches that allow the use of both qualitative and quantitative data, and which can be used to address both specific advisory questions and broader ecosystem issues;
- establishing integrated ecosystem observation and monitoring systems that enable coordinated data collection in support of scientific and advisory needs, and which have strong links with the ICES and national data centres.

These and related activities will be implemented through the Science ~~plan~~Plan.

Comment [EJ49]: Kai Myrberg: -I could not find anything from fishery here

Comment [EJ50]: Eero Aro: Seven goals in four pillars are ok. Text, however is rather detailed, how we like to build the house. Simple and short, but somewhat heavy to read. The text perhaps need some cleaning and polishing plus some good graphics on side. Merging some good parts and sentences from SCICOM-ACOM-Data and Information Secretary Plans may be a good idea.

Comment [EN51]: Eugene Nixon: Biological?

Comment [EN52]: Eugene Nixon: This is strange text - human pressures is a very significant driver influencing the development of many communities and resources - could be deleted.

Comment [EN53]: Eugene Nixon: suggests we are starting with nothing - we are further developing and continuously improving.

Comment [EJ54]: Kari Stange: Quantify the relationship between human society and marine ecosystems..." - Really? That is promising a lot. You could consider replacing "Quantify" with similar wording as is used in (the first part of) Goal 1. Then it also makes more sense to mention the use of both qualitative and quantitative data as part of describing support activities (bullet point 3)

Comment [EJ55]: Peter Gullestad: Delete "society" and insert instead "impacts". I guess this is how the sentence should be interpreted?

Comment [EN56]: Eugene Nixon: What we are saying here ? is it that we will quantify the "societal needs from and desires for marine ecosystems"??

Comment [EJ57]: Belgium: 'ICES will take the lead...' might sound a bit too superior. Maybe better: 'will maintain its leadership...'

Comment [EJ58]: Belgium: Unclear, what is meant here?

6.2 Producing the information and advice decision makers need

Scientific information is the foundation of ICES advice and this advice must meet the needs of decision makers. ICES is well established as an apolitical, evidence-based source of scientific advice on fishery management. The demand for this advice is increasing and ICES will continue to develop such advice. However, advisory needs go far beyond traditional assessments of the status of fish stocks and fisheries. The development of integrated ecosystem assessments and advice must also be nurtured and expanded.

~~ICES advice, both fisheries and environmental, depends critically on reliable evaluations of the effects of human activities, including fishing, on fish stocks and their environments.~~

ICES regularly provides advice regarding single fish stocks for which there is a fair basis of data from the fisheries and fishery independent surveys. However, ICES has also developed a framework of methodologies for providing advice on a large number of stocks that are “data poor”; that is, these stocks do not have long time series of reliable catch estimates, lack fishery independent surveys, or have insufficient information on the size/age compositions of the fishery catches. ICES also regularly provides advice on environmental issues, such as monitoring guidelines, Vulnerable Marine Ecosystems, Ecologically or Biologically Significant Marine Areas, bycatch, and Ecological Quality Objectives to name a few.

A major challenge is to further develop integrated fisheries advice, including for mixed fisheries, advice for mixed fisheries in multispecies and ecosystem contexts. ICES is committed to make substantial contributions in transitioning, where appropriate, from single species to multispecies advice. ICES will develop integrated ecosystem assessments, provide regional ecosystem overviews, and identify and evaluate indicators for assessing ecosystem status and for the management of human activities. This will involve developing, testing, and implementing tools for assessing multiple impacts and cumulative effects on marine ecosystems, and developing models for evaluating management scenarios, measures, and options.

Goal 3

Evaluate and advise on options for the sustainable use and protection of marine ecosystems, and their living resources

Supporting Activities

ICES will, based on relevant science, use its advisory process to produce evidence-based, relevant, responsive, and credible advice across industry sectors and components of ecosystems to address the needs of member countries and partner commissions. ICES will achieve this by:

- providing recurrent advice on fisheries and environmental issues in various areas of the North Atlantic and adjacent seas, such as the provision of advice on multi-annual fisheries management plans, spatial management needs, and societal on consequences of alternative measures.
- responding to the evolving policy context and to special requests on fisheries, aquaculture, and environmental issues, such as the provision of precautionary and MSY-consistent advice, advice on mixed fisheries taking account of

Comment [EJ59]: Kai Myrberg: This is very detailed in comparison with 6.1.

Comment [EJ60]: Belgium: Advice on implementation of environmental directives (p.14). ICES puts, through its SGs and EGs, a lot of effort in the scientific support of advice for environmental monitoring. In this respect, ICES should be fully involved (lead?) the streamlining and harmonization of the ongoing EU-regulations, regional sea conventions and other regulations. At the moment, the financial crisis prevents the implementation of, within the SGs and EGs agreed assessment models e.g. on environmental assessments. A harmonization of the existing assessment approaches would reduce the costs and further improve and realize an integrated approach.

Comment [EJ61]: SMG: starts to get very detailed as compared to other sections. Suggest deleting the 3rd and 4th paragraphs or summarize/shorten.

Comment [EN62]: Eugene Nixon: Can we say that there is an increasing demand and expectation on ICES to deliver wider advice - this is a bit passive

Comment [EJ63]: Peter Gullestad: Delete “advice for mixed fisheries” and insert instead “fisheries advice, including for mixed fisheries,” To limit this challenge to mixed fisheries is much too narrow. Developing integrated advice in a multispecies and ecosystem context is a challenge which in principle concerns all fisheries.

Comment [EN64]: Eugene Nixon: are living resources not part of ecosystems? do we need these words?

Comment [EN65]: Eugene Nixon: we mention needs in a few places suggesting a pro-active approach but we don't elaborate or support it anywhere - we should be clear in our intentions in this regard

Comment [EJ66]: Peter Gullestad: Delete “societal” and insert “on”. I am not sure what is meant by “societal” in this context. On the one hand it could be interpreted to narrow ICES advisory role in the sense that it excludes advice for example on ecological consequences of alternative ...

Comment [EJ67]: Belgium: Aquaculture. Our opinion is that aquaculture is poorly described and only relates to ‘advice on aquaculture-environmental interactions (p. 14). This refers especially to aquaculture at sea and perhaps including recirculating ...

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biological interactions, advice on aquaculture–environmental interactions, and advice on implementation of environmental directives.

- promoting the use and delivery of integrated advice in an ecosystem-based approach to fisheries and environmental management, such as integrated ecosystem assessments providing guidance on how to maintain or improve good environmental status, and advice on ecosystem health and productivity that considers drivers such as climate change and various maritime activities.
- ensuring quality assurance, transparency, and political neutrality so that users and stakeholders have confidence in the advice. This will involve dialogue and collaborations with managers and stakeholders on both regional and international levels.

These and related activities will be implemented through the Advisory ~~plan~~Plan.

6.3 Underpinning Science and Advice through Data and Information Services

Marine observations are increasingly collected, coordinated, and assembled at a regional sea scale. It is, therefore, paramount that ICES has the capacity for dealing with, and developing, data services that deliver increasingly complex and interlinked data and processes in an effective and useful way to data users. ICES must ensure that it delivers appropriate dataset collections and services to fully address scientific questions and regional management goals.

ICES will maintain its leadership in marine data and information management by ~~using best practices and by~~ providing long term data stewardship and services for its advisory and science groups, as well as to the marine and ~~maritime communities~~ at large.

Comment [EJ68]: SMG

Comment [EJ69]: Bill Turrell: Is this phrase needed?

Goal 4

Promote the advancement of data and information services for science and advice needs

Goal 5

Catalyse best practices in marine data management, and promote the ICES data and information data node as a global resource

Comment [EN70]: Eugene Nixon: we don't mention integration or cost effectiveness? I would also like to see something on spatial or place based management.

Supporting Activities

The ecosystem approach places a high demand on the complexity and amount of data and knowledge needed to enhance science, and to support informed, evidence-based management decisions. ICES will achieve this by:

- promoting the advancement of data and information services for science and advice needs on both regional and sub-regional levels, such as providing operational products for the Data Collection Framework/Multi-annual programme, and for the Marine Strategy Framework Directive.
- gearing up for new/expanding areas of dataset collections, such as new datasets from monitoring schemes for marine litter, and marine noise, ~~and as well as for~~ the Arctic Ocean.
- ensuring the use of international standards/interoperability to enable the use and application of ICES datasets, products and services to an expanded international user base, and to provide tools and knowledge to facilitate this use.

These and related activities will be implemented through the Data and Information ~~plan~~Plan.

6.4 Supporting the organization through the work of the Secretariat

The ICES Secretariat is important to ensuring an efficient, effective organization that adds value. The Secretariat is committed to facilitating and supporting the work conducted under the ICES Convention and Copenhagen Declaration by parties and stakeholders, using the highest standards of professionalism and objectivity.

Goal 6

Foster the science, advisory, data and information services through the work of the Secretariat

Goal 7

Ensure an efficient and effective organization

Supporting Activities

The Secretariat will provide professional management and support to the delivery of science, advisory, data processes and products. ICES will achieve this by:

- securing the needed resources for the ICES Secretariat in order to support ICES science, advisory, data processes and services, and for publications and communications.
- implementing effective tools and efficient process flows to streamline work processes and enhance the delivery of products.
- organizing and supporting the resource planning and coordination of network activities.
- fostering cooperation and communication with member countries and partner organizations, stakeholders, and society.

These and related activities will be implemented through the Secretariat plan.

Comment [EJ71]: Bill Turrell: The Secretariat does not secure resources for the ICES process, Council does this through national Delegates.



The ICES Strategic Plan, Four Pillars, and Seven Goals.

Comment [EN72]: Eugene Nixon: RE: Building a foundation of science - Do we not have a good foundation and now were are developing it further.

Comment [EJ73]: Per Sandberg: Hard to read, look at the colours used.

Comment [EJ74]: Eero Aro: Good modern graphics would help. Colors are fine, but presently white text on yellow background is difficult.

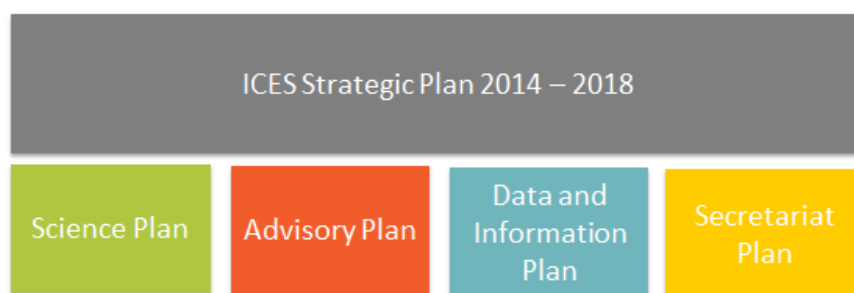
7 Implementation and Review of ICES Strategy

The publication of a strategic plan is only one milestone in an effective strategic planning process. The ICES Strategic Plan is a statement about the intentions of the organization; however, it is actions and accomplishments that really count. In today's rapidly changing world, a strategic plan needs to be a "living document."

The next steps in the ICES strategic planning process are;

STEP 1: Implementation of the ICES Strategic Plan

Science, Advice, Data and Information Services, and the Secretariat have prepared associated plans that will implement the ICES Strategic Plan. It is important to ensure synchronization and linkage between these associated plans in terms of both time and substance. The 7 goals and the 4 pillars make one ICES because of the necessary and natural links between these. In particular and to address the challenge of the changing policies towards more ecosystem integration, the implementation of the strategic plan will be fostered by steering groups allowing for joint pilotage/ coordination of the science, the advice, the data and the secretariat, where necessary. The associated plans were prepared after reviewing the policy and research landscape in which ICES operates, evaluating current and future priorities for scientific advice, and considering present and planned scientific programmes in Member Countries. ICES will continue to cooperate with other international organizations and build strategic partnerships. A key aspect in formulating the associated plans was collaborating with Member Countries, clients, and international partners in the planning process.



The ICES Strategic Plan will be implemented through the four associated plans

STEP 2: Monitor Performance

A strategic plan is not complete unless it specifies ways to evaluate its success. Performance measures (things that can be measured and related to the degree of success in achieving goals) have been identified in each of the associated plans. Developing performance indicators and conducting peer reviews of ICES programmes on a regular basis will be critical to the success of the ICES strategy. The Council and Bureau have key roles in monitoring performance and evaluating Plan implementation. The Strategic Plan will be revised to adapt to changes in the marine science and policy landscape.

The ultimate measures of the success of this Strategic Plan will be if ICES has contributed in a meaningful way to maintaining, and where necessary, restoring the health and productivity of the oceans for the benefit of present and future generations.

Comment [EJ75]: Eero Aro: Implementation in two steps is ok. Building a strategic partnership is very important, although ICES being world leading scientific organization securing.... Etc. we are not in a isolation, and we should not be alone.

Comment [EJ76]: Kai Myrberg: f this is a" living document" so how this will be realized at practical level?

Comment [EJ77]: . It would be worthwhile to constraint more the implementation scheme by giving some guidelines on how to coordinate the 4 pillars (scicom, acom, data, secretariat). There is a danger that their plans are implemented separately with lack of coordination. The document does not explain how they will work together and the place for that is perhaps here.

Comment [EJ78]: Pierre Petitgas suggests to add this.

Comment [EN79]: Eugene Nixon: needs to be a stronger reference to working with other organisations in a collaborative and coordinated manner , make the best use on existing structures and networks, avoid duplication cost effectiveness, best use of scientific expertises etc....

Comment [EJ80]: Kari Stange: Section 7, Step 2: Perhaps an idea to mention here which of the associated plans and programs that have already been evaluated, and which ones (if any) that are up for review during the time period covered by this Strategic Plan?

Comment [EN81]: Eugene Nixon: one or two examples would be useful

Comment [EJ82]: Peter Gullestad: The last paragraph seems a bit high-flown and could be deleted without losing anything substantial.

Comment [EJ83]: Per Sandberg: Could be deleted.

