

Stakeholder Analysis

1. Purpose

This analyses the range of stakeholders to be considered when developing and consulting on the SEG standard and its supporting assurance and monitoring, evaluation and learning systems.

2. ISEAL Definition of Stakeholder

An Individual or group that has an interest in any decision or activity of an organisation. (Adapted from ISO 26000).

3. Scope of application/ impact of the SEG Standard

3.1 Geographical Scope

- Primarily Europe, though with some potential effects outside of Europe (e.g. effects on illegal trade to China, Japan) and with Northern African countries with populations of European eel.
- SEG is also currently piloting a standard for the American eel, *Anguilla rostrata*, but this is not currently within the scope of the current SEG Standard.

3.2 Technical Scope

- Eel fishing within European coastal, estuarine and freshwater systems, to eel ranching and aquaculture, and to the trade and transportation of live eels.
- The trade in live eels and for the monitoring of the trade of eel products from source to end consumer.
- Water operations (pumps, hydropower, dams, weirs, sluices, navigation, flood management and discharges) that have a damaging effect on eels.

3. Users of the standard

- Glass eel fishers
- Glass eel buyers
- Yellow and silver eel fishers
- Eel aquaculturalists
- Eel ranchers
- Live eel traders
- Eel product processors (e.g. smokeries, restaurant)
- Eel product traders and wholesalers.
- Water operators (power companies, water companies, drainage boards, flood management authorities, navigation authorities, industrial dischargers).

4. Stakeholder analysis and partners

SEG Stakeholder Categories:		
Social	Environmental	Economic

Parties with a special interest in or potentially affected by measures related to eel conservation ('key stakeholder groups')	Nature of interests in SEG and SEG Standard	Sub-divisions of 'key stakeholder groups'	Examples of representatives of important stakeholder groups (black=already engaged by SEG in some way; blue = not yet, green = partners)	Interested/ directly affected by SEG Standard?	SEG Stakeholder Category
Fisheries scientists Marine scientists Research ecologists	Research interests Government advisory roles Public/ private sector advisory roles	Eel specialists at university depts. Government advisers on eels Private sector eels scientists (e.g. employees of water companies, hydropower companies) Freelance consultants/experts	UK DEFRA Natural History Museum The Institute of Fisheries Management (IFM) ICES EIFAC, WGEEL SLU Sweden Wageningen University Von Thunen Institute	Interested	Social
Politicians with Fisheries Portfolio	National Fisheries Ministers Pech Committee Members		National Fisheries Ministers Pech Committee Members	Interested	Social
Assessors. Auditors, Conformity Assessment Body			Assessors. Auditors Conformity Assessment Body	Directly affected	Social
Government agencies			Joint Nature Conservation Committee (JNCC)	Interested	Social
Standard Owners			Marine Stewardship Council Aquaculture Stewardship Council SeaFood Watch Good Fish Guide Hydropower Sustainability Council Alliance for Water Stewardship	Interested	Social
Commercial eel fishers, ranchers and aquaculturalists	Operations affect eel mortality. Eel conservation measures may have multiple business implications, including the potential to render businesses redundant/ illegal. Potential to support conservation measures such as translocation, restocking. Commercial interest in maintaining a sustainable eel fishing industry.	Glass eel fishers Silver eel fishers Eel ranchers Aquaculturalists	Seafish Lough Neagh Fishermen's Cooperative Direct Seafoods Eel Fisherman's Association Yellow and Silver Eel Fisherman Scandinavian Silver Eel Gironde Fishermen's Cooperative DUPAN Eeline UK Dutch Eel Company NeVePaling NeVeVi (Association of fish farmers in Netherlands) NetViswerk (Association of small and inland fishermen in Netherlands)	Directly affected	Social

	Brand and related risks in being associated with negative conservation impacts.		IFEA (German association of eel fishers) Coastal and Sea Union members of the Eel Stewardship Association c. 60+ SEG certificate holders/ applicants c 30 non certificate holders?		
Traders in live eels, and their customers	As above	Live eel traders Glass eel buyers Eel transporters	5 SEG certificate holders 2 – 3 others	Directly affected	Social
Processors and traders of eel products.	As above	Smokeries	Approx 20 SEG certificate holders 20 Non SEG?	Directly affected	Social
Fisheries agencies			Environment Agency Natural Resources Wales National Comite de Pêche Germany Belgium Netherlands Other countries, e.g. Spain, Portugal, Italy, Greece	Interested	Social
Law enforcement agencies	Control illegal fishing, illegal trade in eels and eel products	International police units responsible for CITES, illegal fishing, illegal trade.	Interpol, Seprona	Interested	Social
		National police units responsible for CITES, illegal fishing, illegal trade.		Interested	
Political representatives	Public attention, support	European MPs	MPs:	Interested	Social
	Stakeholder attention, support	National MPs	MEPs:	Interested	
Relevant policy experts	Drafting of policy agreements, national policy, law, etc Implementation of policy agreements, national policy, law, etc	CBD experts CITES experts ICES experts IUCN Red-listing experts Water policy experts (European, national) European Commission policy experts Govt department external policy advisers Govt department civil servants	UK DEFRA Traffic CBD Secretariat CITES Secretariat IUCN Specialist Eel Sub-Group	Interested	Social
Recreational fishers	Recreational enjoyment may be affected by eel conservation measures. May have conservation interest in favour of eels, or be negatively disposed towards eels.	Individual fishers Recreational fishing clubs and associations	German association Dutch association Others: France, Denmark, Belgium, etc Angling Trust The National Anguilla Club	Potentially affected	Social

	Potential to support conservation measures such as restocking.				
Consumers	Food (may have cultural as well as nutritional values) Other uses of eel products Environmental concerns	Consumers Groups (International, national)	Consumers International	Interested, directly affected re: product availability	Social
Multistakeholder organisations			ARA - a collection of fisheries associations, fisheries committees and NGOs in France	Directly affected	Social
Illegal sector: illegal fishing of eels; illegal impacts e.g. bycatch; illegal trade in eels and eel products	Financial Cultural? Conservation measures may increase risk/ increase demand/ value of illegal product	Fishermen acting illegally Traders acting illegally Organised crime	NA	Directly affected	Social
Conservation organisations (private/ government)			IUCN Specialist Eel Sub-Group Wetlands International – European Association	Interested	Environmental
	Eel conservation	International conservation organisations	UK Rivers Trusts UK Wildlife Trusts Wildfowl and Wetlands Trust	Interested	Environmental
	Public attention, support	International conservation organisations	ZSL Wetlands International	Interested	Environmental
	Stakeholder attention, support	National conservation organisations	RSPB	Interested	Environmental
	Public policy implementation	Local conservation organisations		Interested	Environmental
	Fundraising for eel conservation	Environment ministries		Interested	Environmental
			Traffic	Interested	Environmental
			WWF International	Interested	Environmental
			WWF Netherlands	Interested	Environmental
			Marine Conservation Society	Interested	Environmental
			Volans/ Sustainability	Interested	Environmental
			IUCN	Interested	Environmental
			Sargasso Sea Alliance (IUCN Initiative)	Interested	Environmental
			Fish2Fork	Interested	Environmental
			National Trust	Interested	Environmental
			Coastal and Sea Union (Europe Wide) Vereniging Kust & Zee (NL)	Interested	Environmental
			Members of the Eel Stewardship Association	Directly affected	Environmental
Restocking organisations			Dupan, Netherlands Aal Initiative, Germany ARA, France	Directly affected	Environmental

Hydropower companies	Operations affect eel habitat, eel migration (upstream and downstream), and eel mortality. Eel conservation measures have operational and cost implications. Stakeholder attention, support/ risk management	Hydropower companies	International Hydropower Association (IHA) – Hydropower Sustainability Assessment Protocol, HSAP	Potentially affected	Economic
Water supply companies	Operations affect eel habitat, eel migration (upstream and downstream), and eel mortality. Eel conservation measures may have operational and cost implications. Stakeholder attention, support/ risk management	Private water supply companies Public water supply bodies Water supply company associations	To be identified	Potentially affected	Economic
Water extractors (and their customers and other stakeholders)	Operations affect eel habitat, eel migration (upstream and downstream), and eel mortality. Eel conservation measures may have operational and cost implications. Stakeholder attention, support/ risk management	Private water extraction companies Public water extraction bodies Other water extraction licence holders Power companies	To be identified	Potentially affected	Economic
Flood Managers			Draining authorities Flood management agencies		Economic, Social
Navigation authorities	Operators of weirs and locks		To be identified		Economic
Other industries and activities affecting or affected by water quality	Operations affect water quality, with implications for eel habitat and eel mortality. Water quality measures may have operational and cost implications. Stakeholder attention, support/ risk management	Many industries affected by water quality controls	Nature at Work		Economic
Equipment Manufacturers, suppliers	Market impacts (+ve or –ve) of eel conservation measures on supply of specialist equipment to water extractors, water suppliers, etc				Economic
Aquaculture feed suppliers			Biomar Trouw Nutrition		Economic

Geographical analysis

SEG recognises the need to ensure broad European representation across SEG stakeholder categories and, ideally, key stakeholder groups within those categories. Especially important for countries with greatest impacts on eel life cycle (in particular France and Spain) and eel consumption (in particular Germany).

Consideration of Disadvantaged Stakeholders and Proactive Measures for Inclusion

The key disadvantaged stakeholders, or those who are currently under-represented that we want to reach out to are:

Disadvantaged

Group	Why disadvantaged	How we will mitigate / reach out
Yellow eel fishers in all countries, esp. NL, GE, FR, UK, DE, SW, IT, ES	Disorganised, usually work in isolation, no trade representation.	Identify and reach out to those who can 'bridge' to groups of fishers, eg: Traders, Lough Neagh, Nevepaling, IFEA, NetViswerk, local fisheries leaders,
Glass eel fishers	Disorganised, usually work in isolation, no trade representation.	Identify and contact via local fisheries leaders, fisheries agencies, traders

Under-represented

Group	Why under-represented	How we will mitigate / reach out
Hydropower companies	Because we haven't attempted to contact them so far – due to focusing on the eel sector	To be identified Would the Alliance for Water Stewardship be a good place to start?:- https://a4ws.org/the-aws-standard-2-0/ And hydropower: https://www.hydrosustainability.org/standard-overview
Water supply companies		
Power companies		
Flood managers		
Navigation authorities		
Major dischargers		

Targets

Targets for:

- balance of interests in subject matter
- balance of geographical scope of application
- adequate representation in relation to interests in subject matter
- adequate representation in relation to geographical scope

To be determined

ANNEX: Key ISEAL References to Stakeholders

ISEAL Credibility Principles

<p>Principle 4: Rigour</p> <p>All components of a standards system are structured to deliver quality outcomes. In particular, standards are set at a performance level that results in measurable progress towards the scheme's sustainability objectives, while assessments of compliance provide an accurate picture of whether an entity meets the standard's requirements.</p>	<p>Stakeholders involved in setting the standard need to have a shared understanding of the desired outcomes of the system and a degree of expertise or first-hand experience in the subject matter so that they can set the performance level accordingly...</p>
<p>5. Engagement</p> <p>Standard-setters engage a balanced and representative group of stakeholders in standards development. Standards systems provide appropriate and accessible opportunities to participate in governance, assurance and monitoring and evaluation. They empower stakeholders with fair mechanisms^{ISEAL} to resolve complaints.</p>	<p>The standard-setter informs stakeholders about why the standard is important and communicates to them how they can participate in the standards development or revision process. T</p> <p>he standard-setter proactively engages with stakeholder groups that are likely to have an interest in the standard or that are likely to be affected by its implementation, and provides them with mechanisms for participation that are appropriate and accessible.</p> <p>Stakeholders feel that their views are represented in the consultation process and in decision-making.</p>
<p>7. Transparency</p> <p>Standards systems make relevant information freely available about the development and content of the standard, how the system is governed, who is evaluated and under what process, impact information and the various ways in which stakeholders can engage.</p>	<p>The standard and information about its development are made freely and publicly available at a minimum^{ISEAL} via an organisation's website. This includes, at least, draft and final versions of the standard, information on governance (how decisions are made and by whom, and how to participate in decision-making and standards development), and information on consultation (stakeholder input and how it was addressed in standards development).</p>
<p>8. Accessibility</p> <p>To reduce barriers to implementation, standards systems minimise costs and overly burdensome requirements. They facilitate access to information about meeting the standard, training, and financial resources to build capacity throughout supply chains and for actors within the standards system.</p>	<p>Standard-setters provide appropriate opportunities for stakeholders to participate in the standard-setting process.</p> <p>They identify and support disadvantaged stakeholders to participate through appropriate mechanisms, including regional visits and using local languages.</p> <p>The content of the standard is equally applicable to all types of enterprises, is focused on outputs and does not discriminate based on the size of the enterprise. The content of the standard is aligned with other standards where there are shared objectives. There are tools in place to support clear understanding of the requirements and how to meet them, including guidance documents and translations of the standard where appropriate.</p>

Definitions

Consensus

General agreement, characterised by the absence of sustained opposition to substantial issues by any important stakeholder group.

NOTE – Consensus should be the result of a process seeking to take into account the views of interested stakeholders, particularly those directly affected, and to reconcile any conflicting arguments. It need not imply unanimity. (Adapted from ISO/IEC Guide 2: 2004).

Stakeholder

Individual or group that has an interest in any decision or activity of an organisation. (Adapted from ISO 26000).

ISEAL Standards Code

Clause 4.1 Standard-Setting Procedures

Desired Outcome	Requirement	Guidance
The standard- setting organisation follows transparent procedures that are improved over time.	4.1.1. Documented procedures for the process under which each standard is developed or revised shall: a. form the basis of the standard-setting process; and ^[1] _{SEP} b. shall be made available to stakeholders, at a minimum through the organisation's website. ^[1] _{SEP}	
	4.1.2. The standard-setting organisation shall conduct a regular review of its standard-setting procedures, taking comments from stakeholders into account.	'Regular' is defined here as being at least every five years OR before the next review of the standard, whichever is sooner.

Clause 5.2 Stakeholder Identification

Desired Outcome	Requirement	Guidance
The standard-setting organisation has an understanding of who its stakeholders are.	5.2.1. At the outset of a standards development or revision process, the standard-setting organisation shall develop or update ^[1] _{SEP} lists of sectors that have an interest in the standard and key stakeholder groups within those sectors, based ^[1] _{SEP} on the standard's	Key stakeholder groups include ^[1] _{SEP} directly affected stakeholders (those who will be impacted by implementation of ^[1] _{SEP} the standard) and may include indirectly affected stakeholders who have an interest in the application of the standard.

	scope and its social, environmental and economic outcomes.	Scope includes the sector and geographies to which the standard applies.
	Aspirational Good Practice	
	<p>5.2.2. The standard-setting organisation shall:</p> <p>a. seek to achieve representative participation in its standard-setting activities; and ^[1]_{SEP}</p> <p>b. to this end, set participation goals for interest sector engagement that can be evaluated and updated over time. ^[1]_{SEP}</p>	

Clause 5.4 Public Consultation

Desired Outcome	Requirement	Guidance
Stakeholders have sufficient time and opportunity to provide input on the standard and can see how their input has been taken into account.	<p>5.4.2. The standard-setting organisation shall ensure that participation in the consultation process:</p> <p>a. is open to all stakeholders; and ^[1]_{SEP}</p> <p>b. aims to achieve a balance of interests in the subject matter and in the geographic scope to which the standard applies. ^[1]_{SEP}</p>	A balance of interests in stakeholder participation cannot be ensured but the standard-setting organisation should make efforts to engage all those stakeholder groups identified in the stakeholder identification process.
	5.4.3. The standard-setting organisation shall provide stakeholders with appropriate opportunities to contribute to the development or revision of a standard.	Appropriate opportunities include the use of consultation mechanisms and tools that are accessible and culturally appropriate for the stakeholder groups in question. For example, an in-person meeting or workshop may be more appropriate than an email or an online survey where a stakeholder group is less likely to have access to the internet.
	<p>4. The standard-setting organisation shall:</p> <p>a. identify stakeholder groups that are not adequately represented; and</p>	

	b. proactively seek their contributions. This shall include addressing constraints faced by disadvantaged stakeholders. ^[11] _{SEP}	
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Clause 5.6 Decision-making

Desired Outcome	Requirement	Guidance
Stakeholders see that their views are reflected in decision-making.	<p>5.6.1. Participation in governance bodies making decisions on the content of the standard shall:</p> <p>a. be open to all stakeholders; and</p> <p>b. shall be constituted by a reasonable balance of those stakeholders, including those that are directly affected.</p>	<p>Governance bodies making decisions on standards' content are often Technical or Stakeholder Committees. This criterion does not preclude Boards of Directors or other top governance bodies from making decisions on the quality of the standard- setting process followed.</p> <p>A reasonable balance of stakeholders is one in which all stakeholders feel that their views are adequately represented.</p> <p>Directly affected stakeholders are those that will be impacted by implementation of the standard. This can include, among others, enterprises being assessed for compliance against the standard, community and indigenous groups affected by application of the standard, and environmental organisations who have an interest in areas affected by the implementation of the standard.</p>
	5.6.2. Where the standard-setting organisation limits decision-making to members only, the membership criteria and application procedures for becoming a member shall be transparent and non-discriminatory.	Limiting decision-making to members ^[11] _{SEP} does not preclude the standard-setting organisation from meeting other requirements for balanced, multi-stakeholder participation in decision-making (5.6.1).
	<p>5.6.3. The standard-setting organisation shall:</p> <p>a. strive for consensus on decisions on the content of the standard;</p> <p>b. define criteria in advance to determine when alternative decision-making procedures should</p>	<p>A stakeholder type can be all stakeholders representing one of social, environmental or economic interests.</p> <p>Criteria for determining when to consider moving to a vote could include that decision-makers who are not in agreement provide alternative solutions and, if these are not accepted by the majority, nor is a compromise</p>

	<p>come into effect, ^[SEP] in the event that consensus cannot be achieved; and</p> <p>c. define what the decision-making thresholds will be. Those thresholds shall ensure that no one stakeholder group or type can control decision-making.</p>	<p>reached, then alternative decision-making could come into effect.</p>
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Clause 5.10 Records

Desired Outcome	Requirement	Guidance
Stakeholders can refer to previous consultations to understand the basis for the standard's requirements.	<p>5.10.1. The standard-setting organisation shall:</p> <p>a. keep on file for at least five years the following records related to each standards development or revision process: ^[SEP]</p> <p>i. policies and procedures guiding the standard- setting activity; ^[SEP]</p> <p>ii. lists of stakeholders contacted; ^[SEP]</p> <p>iii. stakeholders involved at each stage of the process;</p> <p>iv. comments received and a synopsis of how those comments were taken into account; ^[SEP]</p> <p>v. all draft and final versions of the standard; and</p> <p>b. make these available to stakeholders upon request.</p>	