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Deliverable D5.1

Stakeholder events – terms and guidelines

Due date of Deliverable: M9

Submitted to EC: M9

Responsible for Deliverable: Swedish University of Agricultural Sciences

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Summary

WP5 has been responsible for the planning process of the first stakeholder event. Through a collaborative planning process, and by liasing with WP1, 2, 3 and 4, a final program and detailed schedule for the first stakeholder event has been developed. The "terms of references" has been developed into a document which describes the guiding principles behind the approach and methodology chosen. The "working guidelines" is developed into a detailed checklist, which is a living document that shows how the arrangement will be planned, managed and facilitated. D5.1 is both a number of documents and concrete outputs, but also stronger relations and a shared understanding within the OrAqua-project regarding the different roles among all participants (including the external participants invited to the first Stakeholder event).

Objectives

The objectives for this deliverable were to define and implement the terms of reference for the stakeholder events and to develop working guidelines for the facilitation of the first event.

Introduction and background

Task 5.1 and 5.2 are behind this deliverable. Task 5.1 is about liaising with WP 1, 2, 3 and 4, and where the WP5-leaders skills in facilitation are utilized in this process. One important role of the facilitators is to develop feedback mechanism to respective WP groups after each event. Task 5.2 is about doing a collaborative planning of the stakeholder events, meaning that each stakeholder event will be planned in terms of logistics, participant recruitment and outcomes in collaboration with relevant WP leaders through one or more virtual group

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meetings (PMB and Lync-meetings). Special attention has been paid to the number of participants, their representativeness and the language of communication.

In short, deliverable 5.1 is about managing collaborative planning process, to agree upon how the result of the event will feed into the overall project/WP-processes, and to design and in details prepare a multi-stakeholder meeting. The PMB in OrAqua has decided to organize the first stakeholder event as a pre-conference to the IFOAM World Congress in Istanbul, the 11-12th of October 2014.

The "terms of reference" for the first stakeholder event is expressed as a description of our guiding principles and the methodology used at the events. The "working guidelines" are manifested by the program and a detailed checklist. This shows exactly how the arrangement will be planned, managed and facilitated.

Finally, a dialogue with the WP-leaders before and after the events is necessary to create an effective process (as described in D5.3). We are, according to task 5.3 supposed to "maintain internal coherence between the different stakeholder events while allowing for emergent issues to be addressed along the way". In order to achieve this we have worked with an ongoing communication with the PMB-team, and especially with the WP-leaders for WP1, WP2, WP3 and WP4. The outline of the program has been continuously discussed with them, and the final program is the result of a collaborative planning process.

Results

As result of the above described work different documents have been developed as part of D5.1:

- The announcement and program (appendix 1), and detailed schedule of the first stakeholder event (appendix 2).
- A checklist used in the planning process, with activities and responsibilities defined (appendix 3).
- A short position paper describing the guiding principles behind the approach used by the facilitators (appendix 4).
- Minutes from meetings when the stakeholder event has been discussed and planned – both between WP-leaders and in the Project Management Board.
- A List of invited Stakeholder Participants prepared together with WP1 presented as a Spread Sheet.

It is important to point out that D5.1 is not only about the documents listed above and the concrete outputs. Just as important are the stronger relations among WP-leaders built through the collaborative planning process to date, as well as the shared understanding of our respective roles emerging through this process, both within OrAqua and with the external participants invited to the first stakeholder event. These stronger relations and a deeper understanding of our different roles are important when developing desirable and feasible feedback mechanisms to respective WP groups after this and Stakeholder Events to come. We have now a good point of departure for the activities taking place after the first stakeholder event.

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APPENDIX 1

Organic Aquaculture
– supporting economic growth of the organic aquaculture sector

At the Organic World Congress, the European research consortium OrAqua and IFOAM are organizing a pre-conference on how the organic aquaculture sector can grow by developing science based regulations which are in line with the organic principles and consumer confidence. To learn more about the OrAqua-project please visit: http://www.oraqua.eu/

The pre-conference will take place on **October 11-12th 2014** as a lunch-to-lunch meeting, in connection with the IFOAM World Congress which starts on Monday the 13th of October. This event is part of the OrAqua-project, financed within EU's 7th Framework Program.

Target group:
Stakeholders engaged or interested in the development of the organic aquaculture sector in Europe, from both policy and practice. This implies the whole value chain from primary producers to consumers, including policy makers, NGO's, experts, consultants, supply chain, business organizations, etc.

Aim of the meeting:

- To get stakeholders' opinions on relevance, measurability and feasibility of the current EU regulatory framework for organic aquaculture
- To facilitate the review and improvement of the relevant available scientific knowledge and experience on organic aquaculture production and economics in relation to organic principles and the sector's needs.

Expected results:

- Identified challenges for the EU regulatory framework for organic aquaculture based on the need to fulfill organic principles and science based recommendations.
- Shared understanding of strengths and weaknesses of current EU regulatory framework
- Identified challenges in harmonization and equivalence as a way to reduce the technical barriers to organic aquaculture and trade.
- Improved information exchange among participants and procedural consensus on forthcoming stakeholder involvement in OrAqua.

Registration: By personal invitation

Expected number of participants: 80 Participation

Fee: None [see additional information on the above mentioned websites]

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Program (No. 1-4 below on day 1 and no. 4-6 on day 2 – in total app. 10h)

1. Opening

Welcome, aims and process design

[Introducing OrAqua]

[The role of stakeholders in OrAqua and at this event]

2. Stakeholder views on current regulatory framework

Implications of basic organic farming principles on aquaculture

Current challenges from the perspective of the stakeholders

[Round-tables and plenary work]

[Mind-mapping structuring the gained information]

[Concluding reflections]

3. Identified challenges for the organic aquaculture

Presentation of the result of the scientific review process (based on the prioritized themes)

[Plenary presentations]

4. Improvements of the EU regulatory framework on organic aquaculture

Part A (day 1). What improvements are needed based on the reviews?

[Dialogues in round-tables – random groups]

[Presentations and shared reflections]

Part B (day 2): Continuing dialogues on improvements needed (specific questions)

[Dialogues in café-format continue – chosen/specialized groups, presentations and reflections]

5. Participation and outreach

Forthcoming stakeholder involvement and introducing MCDA (incl. stakeholder event no. 2)

[Presentation of resources and open dialogue]

Communication of results, contacts and outreach

[Plenary presentation]

6. Closure

Concluding remarks and presenting how inputs will be taken care of and integrated in OrAqua

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APPENDIX 2

DETAILED SCHEDULE FOR ORAQUA STAKEHOLDER EVENT IN ISTANBUL

LUNCH 12.00-12.45 (If only sandwiches, 45 min is enough)

1. Opening (0,75h) – 12.45-13.30

Welcome (Local organizer and IFOAM) 12.45-13.00 [keeping some margins at start the start]

Introducing the OrAqua-project and aims of the event (Ingrid Olesen) 13.00-13.20

Process design and the role of stakeholders in OrAqua and at this specific event + practical organization of the meeting (Sri & Magnus) 13.20-13.30

2. Stakeholder views on current regulatory framework (1h) 13.30-14.30

Implications of <u>basic organic farming principles on aquaculture</u>, by Pino: 13.30-13.50

Current challenges from the perspective of the stakeholders: 13.50-14.30

BREAK 14.30-14.45

3. Identified challenges for the organic aquaculture (1,25h) 14.45-16.00

Presentation of the synthesis of the scientific review process so far (based on the prioritized themes and presented as "work in progress")

[Plenary presentation]: WP4, Alfred J - 15.15-16.00

[40 min presentation + 5 min for clarifications, but no discussion at this point.

4. Improvements of the EU regulatory framework on organic aquaculture (2,25+2h) 16.00 – 18.15 (day 1) + 09.00-11.00 (day 2)

Part A (day 1). Group discussion: What improvements are needed based on the reviews?

[Dialogues in round-table-format]: 16.00-17.30

[Prepared questions and chaired groups guide the discussion]

Presentations and shared reflections in a plenary session: 17.30-18.15

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At latest 18.30: BREAK FOR THE EVENING – TRANSPORTATION AND DINNER AT THE HOTEL
(the dinner can start between 19.30-20.00 if the logistics work)

SUNDAY MORNING – DAY 2
Busses leaves at 08.00 from the hotel. Busses arrive at 08.45 at the university

CONFERENCE STARTS SHARP AT 09.00

Part B (day 2): Continuing dialogues on improvements needed (specific questions)

[Dialogues in round-table format and plenary discussion continue]

Feedback from day 1: 09.00-09.15

Short dialogues in new groups summing up their suggestions of improvements and other inputs to OrAqua: 09.15-10.15

SHORT BREAK: 10.15-10.30

Plenary presentations of the most important conclusions: 10.30-11.00

5. Participation, outreach and feedback from the OrAqua team (1h) 11.00-12.00

Forthcoming stakeholder involvement and introducing MCDA (incl. stakeholder event no. 2). [Presentation of resources and open dialogue]: 11.00-11.20

Communication of results, contacts and outreach. [Plenary presentation and feed-back]: 11.20-11.40

An opportunity to give some general conclusions and responses to stakeholders' input from the OrAqua-team: 11.40-12.00

6. Closure 12.00-12.15 (0,25h)

Concluding remarks and presenting how inputs will be taken care of and integrated in OrAqua and information about the next platform meetings: 12.00-12.15

Evaluation of the event [reminding the participants to give back the form, which they got when register at the conference]. LUNCH 12.15-13.00 (If only sandwiches, 45 min is enough).

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APPENDIX 3

Actions to prepare for OrAqua Project First Stakeholder Event

No	Item	Person Responsible	Deadline	Done YES/NO
1	Confirm **date** for First Stakeholder Event.	PMB		YES
	Decide **duration and location**.	PMB		YES
	Email date and location to stakeholders, with advice on	JPB		YES
	arrangements regarding travel **logistics**.	JPB		YES/NO
	Organising **accommodations** for participants, f.i., special hotel overnight rate, best flights, etc.	PMB		YES
	Advice PMB to arrive the night before and not the day of the	JPB		YES
	meeting. Advice PMB not to book flights before 1900 on the	PMB/ML/SRI		YES
	second meeting day.	PMB/ML/SRI		YES
	Inviting the Project Officer and Advisory Board members.			
	Decide **who** has responsibility for organising what before and during the First Stakeholder Event.			
	Consider a preparatory activity the day before the event for WP Leaders.			
2	**Book meeting room and facilities**. Additional room may be needed for 'breakout' sessions/group work. Ensure that the minimum requirements are met (see below).	GL/JPB/ML/SRI	17/09	YES
	Meeting location checklist: ML/SRI to send to JPB a precise list of needs JPB liaise with Univ via Travel Agent to confirm availability Also SRI requested photos of venue. JPB will request ☐ Layout of room – movable chairs and tables ☐ Large screen (not TV screen) and projector ☐ Microphone for speaker and one roaming microphone ☐ Access to WiFi for presenters and participants ☐ Plugs for laptops ☐ Access to printer ☐ If possible, slide gadget (for remote control of slides) and pointer ☐ Flip chart (which is more important than access to white board) ☐ Ventilation, soundscape and lighting in the plenary room ☐ Space to place luggage for participants coming direct to the meeting facilities ☐ Pens, note pads, etc. (will also be brought to the event by the facilitators)	ML/SRI		YES

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	☐ Access to restaurants for lunch, coffee breaks and dinner ☐ Water, refreshments and dietary requirements (check allergies on registration sheet) ☐ Mobility requirements in order to reach hotel after the first day of activities ☐ Location of toilet facilities and smoking areas ☐ Information about emergency exits and nearest medical services ☐ Possibility to lock the meeting rooms at break times ☐ Time of access to meeting room (need to be accessible the day before for preparation) ☐ Time limits on using the meeting room – earliest arrival time and latest departure time? ☐ Contact person and phone number for the meeting day(s)			
3	Initiate a **dialogue with each WP-leader** concerning expectations on, roles at and preparations before the Stakeholder Event. Initiate a **dialogue with FEAP** regarding their role before, during and after the Event. ML/SRI will start with discussion with all three WP leaders. Later with FEAP Initiate a **dialogue with IFOAM**-organisers of the pre-conference, agreeing upon the details in organizing the event and our respective roles Check that you have correct **participants details** for distribution to all invited. Alphabetical **list of participants** including; Title, First Name, Last Name, Department/Organisation, Full Postal Address, Email, Weblink, Office Phone, Mobile Phone, Role in relation to OrAqua (partner, PMB, advisory board, etc), Time of arrival and departure.	ML/SRI IO GL JPB JPB	Monday 15/09 at 14:00 JPB will provide 01/10	IP-In progress NO IP YES YES YES/NO
4	Distribute **basic information** about OrAqua, the stakeholder event and any other relevant information to each participant. JPB One mail out next week with revised agenda + travel info (17/09) and one more after	JPB	17/09 01/10	YES/NO
5	Agree on **detailed agenda** for First Stakeholder Event. **Send the final agenda** to each participant well in advance of meeting, and if needed **guidelines** for their preparation before the event. Plan and organise a **pre-meeting with WP Leaders** only (could take place day before or the same morning as the Event). Provide participants with **contact points** regarding; OrAqua,	**PMB/ML/SRI** PMB	17/09 01/10	IP IP YES

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	travel arrangements, local accommodation and final agenda of the event (incl mobile numbers in case of travel or attendance issues before or during meeting days).			
6	Send final instructions to all presenters on **PowerPoint slides and notes** needed for the Event. **Set date to receive and review slides** and other material which are to be used at the Event. Set a limit on the number of slides create awareness on time allocated for each phase of the process. Start with 1st discussison 15/09. Draft of Slides in by 01/10 Comments back to presenters 06/10	ML/SRI	15/09 01/10 06/10	NO
7	Set up the description of the First Stakeholder Event on **the OrAqua-homepage**. Continuously inform on the homepage about news, additional information, participants, etc. Will be doe after other tasks completed	JPB		YES/NO
8	Preparing and putting up **the pre-conference website** at IFOAM describing our Event. Finalising, making sure that the right information is at hand (also regarding how to register for the event).	??? (IO/COMM.)		YES/NO
9	Arrange who will give the **welcome address** (OrAqua, IFOAM, the University hosting us) DECIDED Arrange who will give which **address/input during the event** (WP leaders) If relevant, organise **photographer** for making photos at the First Stakeholder Event Not discussed Organise **local and/or special media** for photos and articles about the project Not discussed Select who will take **meeting notes and minutes**, as well as the quality demands of these notes Wp Leaders will propose names of colleagues to take notes.	PMB PMB ??? ??? ML/SRI/CP/PMB		YES YES/NO NO ?? NO ?? YES/NO
10	Develop a **detailed agenda** and **resource needs** for each phase of the process, to be used by the facilitators at the Event (eg. flow chart).	ML/SRI	In progress	YES/NO IP
11	Develop specific **materials needed** at the Stakeholder Event: Registration sign-in sheet per day (must have evidence of attendance of participants to claim costs for meetings) ☐ List of Participants attending ☐ Final Agenda(s) ☐ Presentations and informative material about OrAqua ☐ Feedback Sheet ☐ Etc. ☐	ML/SRI/PMB		NO To be discussed at PMB
12	Decide what should go in to **participant packs** for the Stakeholder Event. Could include: ☐ Agenda ☐ Participant list	PMB		NO To be discussed

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	☐ Nameplates – double-sided, showing name and organisation. Decide on titles (include or not) ☐ Badges ☐ Copies of slides and any other notes (e.g. sample timesheet) ☐ Map and local information ☐ Information about OrAqua and the Consortium's partners ☐ Feedback sheet (one per day or one for the two days) ☐ Folder ☐ Information about IFOAM and the IFOAM World Congress ☐ Any other information material? ☐ MJ/SRI to liaise with FEAB rep about a Registration Folder to include as much of above as possible including 1st OrAqua newsletter, Name tag, Writing paper and Pen/pencil . ☐ OrAqua Logo to be included in material? ☐ Do we need to provide IFOAM info? Not, I guess ☐ Feedback sheets for Day 1 and Day 2, & Evaluation Forms to be in Folder ☐			
13	**Upload** all PowerPoint slides and other relevant files on laptop to be used for kick-off meeting. Upload on memory pin as back up. Blank paper and a thick marker for any 'emergency' name plates on the day. Access to all necessary **facilitation materials** at the place of the Event. Establish routine for the **evaluation** of the Event (from the participants perspective).	ML/SRI		NO
14	Organise a **follow-up activity** soon after the First Stakeholder Event, where lessons learned are discussed (Lync-meeting?).	PMB		NO Need to set date

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PRECISE CHECKLIST FOR STAKEHOLDER EVENT 1 – FACILITIES AND EQUIPMENT

Final Numbers for the catering and participants packs, etc.

Set out participant packs and nameplates.
- List of participants
- Location of the registration desk
- May need to adjust nameplates and name badges
- Lunch tickets
- Print Agenda, other agreed handouts (including feedback sheets for day 1 and day 2 + Evaluation form), place together in package
- Get feedback during the day using post-it notes 'What is clearer to you now' and 'What are you confused or concerned about?'
- Note pads, pens in package – to be placed in the meeting area (Or Aqua logo?)

Check the **refreshment arrangements**
Spaces for lunch and coffee breaks, away from but still close to the meeting area

- ☐ number of breaks (smaller, longer and lunches)
- ☐ time of breaks
- ☐ menu for lunches (organic food)
- ☐ tickets for lunches (to be used in "our" cafeteria)
- ☐ water and refreshments in the meeting room
- ☐ location of restaurant/cafeteria for lunch
- ☐ any special dietary requirements

Main **Room layout – need to obtain photos.** Decide on partner seating and layout.
Number of Round Table groups possible to be set up in Main Room - we need between 6-10 spots.

Free wall space in front end and sides of Room with possibility to stick Flip Chart poster during the day (3 x 6 metres)?

Check the following in the room:
- ☐ Possibility to lock the room (meeting room should be lockable at break times)
- ☐ Air conditioning/heating/windows
- ☐ Lighting
- ☐ Large screen and projector – instructions / special requirements - software
- ☐ Flip chart and/or white board and white board markers (pens)
- ☐ Water and glasses (for presenters)
- ☐ Plugs for laptops
- ☐ Coat hangers / coat stand
- ☐ Microphone for speaker and at least one preferably 2 roaming microphone
- ☐ Get WiFi Code - print off – check that code works
- ☐ Mobility requirements if needed for partners

☐ Location of toilet facilities and smoking areas
☐ Emergency exits and nearest medical services
☐ Contact person and phone number for the meeting day(s) – practical arrangements
☐ Access to printer and/or copy machine (if needed)
☐ Time of access to meeting room (preferably evening before)

Put up **notices** to direct people to meeting room (if needed)
Check if people need to sign in at main desk of building

Organise two people to **welcome and register participants**

Decide on **location for photos**

Ensure that **PowerPoint slides are set up on the laptop**
Decide who will look after continuity of slides and **timekeeping**
Decide who will **chair** the meeting (another role than that of the facilitators)

Considerations on the day
☐ Ensure that the registration sheet is signed by each person present (one for each day?)
☐ Keep meeting notes – appoint one person to take charge of this (also collect them from group discussions)
☐ No checking of emails until break times – allow enough time for this?
☐ Ensure that each presentation used is saved on a memory pin (in case of changes on the day)
☐ Allow some break out time – but with a purpose
☐ Consider changing seating for afternoon session – to move partners around
☐ Check that all partners are clear on what they need to do – this could be done by doing a final round table – depends on numbers attending
☐ Capture all action points and key dates
☐ Thank the EC, Nofima, the partners, and any support staff

Follow up from meeting:
☐ Main Action Points
☐ Minutes of meeting for review
☐ Update Participant list and contact details
☐ Copies of PowerPoint presentations used on the day
☐ Requests for information for website – profiles, description of WPs
☐ Summary of feedback from meeting
☐ Finalising dates for next steps

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APPENDIX 4

Guiding principles for the facilitation of the Stakeholder events in OrAqua

STAKEHOLDER EVENTS – AN ARENA FOR COLLABORATIVE LEARNING

We see the Stakeholder events as an important arena within the OrAqua-project where stakeholders have the opportunity to meet, discuss and have influence on the research. It is also an opportunity for the consortium to learn from experiences and perspectives hold by different interest groups. The events are designed so that they become a process of collaborative learning among different actors and stakeholders. As such the Stakeholder event is:

- An interactive and participatory activity among the participants.
- A process where available knowledge is included regardless of its origin.
- A learning process, resulting in outcomes not fully possible to foresee.
- Guided by the unique preconditions and purposes of the activity.
- Facilitated.

In collaborative learning the procedural aspects are put to the fore. It is about creating substantial improvements in complex situation. The activities are constantly evolving and adapting to new circumstances, but still following a pre-defined process design.

THE ROLE OF FACILITATORS AND QUALITY OF FACILITATION

The facilitator's role is to support the participants to do their best. To do this, the process has to be well-planned and actively managed. The facilitator encourages full participation, promotes mutual understanding and cultivates shared responsibility. Facilitation should therefore be seen as a continuous activity of finding new ways of managing a more or less fuzzy situation, and adapt to new challenges when they arise. It is about enabling action learning.

There are a number of critical communication skills that the facilitator uses to achieve collaborative learning. These include asking problem-solving questions to elaborate perspectives, asking open-ended questions, using reflective or active listening techniques, structuring information gathered, enabling dialogue between participants, acting as a role model in communication, etc . In addition, skill in communicating a constructive attitude is crucial in cultivating a sense of shared responsibility among the participants.

SPECIFIC DEMANDS ON FACILITATION IN THE ORAQUA-PROJECT

The facilitators in WP5 will ensure participation, quality of deliberations, convergence of different areas of knowledge, and feedback processes. Apply dialogical tools as means of transforming participants' understanding and facilitating a communicative culture across "language" barriers among stakeholders and stakeholders and researchers, such as mapping and diagramming techniques based on system approaches; participatory and facilitation methods such as 'Conversation café' and Open Space technology; boundary objects and concepts; and metaphor exploration. The MCDA framework, developed and applied in WP 3, should be regarded as a facilitation tool as well. Engagement of all partners at each Stakeholder event will ensure an iterative development of the whole project.

A typical agenda of an event will include plenary presentations by experts and stakeholders, panel discussions involving stakeholders and working groups for drafting action plans after a procedure of identifying and voting for topics (issues) of priority for action.