



**Programme: FP7 Cooperation
Theme 2 Food, Agriculture, Fisheries and Biotechnologies**

Deliverable 16

**Methodology for Stakeholder Interaction and
Feedback in Stakeholder Workshops**

Project Acronym : AQUAINNOVA

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SUMMARY

OBJECTIVES:

Aquainnova established a solid framework for European aquaculture to support the sector's sustainable development and focused on exploiting the potential for innovation and technological development in the aquaculture value chain. Four trans-national thematic workshops were organised to involve stakeholders in determining the direction of European Aquaculture to 2030. The workshops were dedicated to facilitating dialogue between National and European policy makers, researchers, Industry and other stakeholders in aquaculture.

Deliverables from each of the stakeholder consultation workshops included;

- a specific sector report detailing the conclusions of the Vision document and Strategic Research and Innovation Agenda (SRIA)
- a recommended "Plan of Action" (POA) for the Thematic Area to feed into the overall Technology Platform action plan

RATIONALE:

Over the course of 2010 and early 2011, the 8 Thematic Areas of the EATiP established working groups to draft a Vision statement, a Strategic Research and Innovation Agenda (SRIA) and a Plan of Action for their respective Thematic Area. Whilst every effort was made to ensure each TA working group had broad representation of the European Aquaculture sector (geographic, species and production types), it was not possible to involve all actors in what was essentially a drafting committee.

Stakeholder workshops were held to help review the drafted documents and ensure that they were relevant and appropriate to the various sub-sectors and geographic scope of the European industry. Stakeholders participating at the workshops included representatives from industry and aquaculture associations, government representatives, research institutions, EC representatives and research funding agencies.

Four stakeholder consultations were carried out:

- The Future of Freshwater Aquaculture: 15 & 16 June 2011, Warsaw (Poland)
- The Future of Coldwater Marine Aquaculture: 21 & 22 Sept. 2011, Oslo (Norway)
- Mediterranean & Southern Aquaculture: 16 & 17 November 2011, Madrid (Spain)
- Shellfish Aquaculture: 15 & 16 February 2012, Bordeaux (France)

Furthermore, on conclusion of the consultation workshops a review workshop was organised in Dublin (20-22nd March 2011), bringing together all TA Chairs and Facilitators as well as the board of Directors of the EATiP to review all the feedback and finalise the Vision, SRIA and POA for each Thematic Area. All comments from each workshop have been recorded and in turn, any decisions made by the TA's to modify the draft documents has also been archived as a historical record of decisions, thereby ensuring transparency of the process.

In addition to the workshops, any stakeholder also had ample opportunity to provide feedback to any of the draft documents via the EATiP website.

Deliverable 16 describes the innovative methodology adopted during the workshops in order to efficiently record the inputs of stakeholders to the EATiP documents.

Workshop Objectives: The driving question behind the organisation of the stakeholder workshops was “What is needed to achieve the Vision for European Aquaculture 2030?”. The basis for discussions was the drafted documentation developed by the Thematic Area working groups.

Workshop Preparation: In order to ensure that the workshops were carried out in a professional manner allowing all participants to contribute effectively, a professional facilitator was recruited. A specification was developed for the facilitation contract and 4 companies recommended by Aquainnova partners were invited to bid for the contract. A supplier was ultimately selected and recruited to manage all 4 stakeholder events – BrightGreenLearning, Switzerland.

In the run up to each event, several working meetings (face2face and conference calls) were carried out between EATiP secretariat, AquaTT and BrightGreenLearning to fully brief the facilitator (Elisabeth Crudington) and ensure that suitable methodologies were selected for the events. During the running of all events, the professional facilitator was provided with support from AquaTT staff and the EATiP secretariat.

In an effort to minimise the amount of time taken up by presentations and maximise the opportunity for interaction during the workshops, each Thematic Area Chair and Facilitator was asked to develop a video presentation summarising the work of their core group and presenting their SRIA key goals and sub-goals. These presentations were typically around 5 minutes and contained a combination of interview, animation and imagery.

Participant Material: For each event, participants were provided with an agenda, draft SRIA print outs and working documents.

Furthermore, a compilation booklet highlighting relevant FP6 & FP7 RTD aquaculture projects was also distributed to each participant as part of the knowledge transfer aspects of the Aquainnova project. The booklet provided a summary of each project and highlighted relevant “Knowledge Outputs” from each project and potential applications.

Participants: Through widespread promotional activities by the EATiP secretariat and direct approaches via producers associations in target countries, the wider aquaculture community was made aware of the events. Effort was also made to ensure that Thematic Area Chairs, facilitators and working group members also attended and participated so that they could lend their expertise and experience of the drafting of the documents to each event.

Participant Preparation: All registered participants were asked to read the draft SRIA of each Thematic Area in advance of attending and other related documents prepared for each workshop (draft Vision, policy documents...)

Room Set up: A set specification was required for the workshops, typically round tables for 6-8 persons, significant wall space and/or white boards/flip charts for interactive sessions which required posting ideas.

Workshop Format: A common format was used for each stakeholder consultation workshop. The workshops were a mixture of scene setting presentations (video and powerpoint) and organised discussions.

Discussions were professionally facilitated to ensure maximum opportunities for input from the participants. Facilitation also allowed for a fully democratic process and allowed consensus on the vision to be reached in order to provide comprehensive recommendations.

In order to ensure that participants had an opportunity to meet as many other participants as possible and hear diverse views, each participant had to move tables between every main session and work with a new group.

Workshop Agenda:

Each Workshop began with an introductory session to set the scene, introduce the project and the EATiP, and introduce the facilitator/organisers. It was swiftly followed by a visioning session where participants were asked to vote independently on their vision for European Aquaculture in 2030 by using stickers to express their view on pre-developed questions (See annex 2 for the questions posed). Examples included questions related to % imports from outside Europe, identification of new species, % increase in production and perception of aquaculture products by consumers. See Annex 2 for details on the questions posed to participants.

This session was designed to try and capture the sentiment of the participants in the room. Furthermore, different stakeholders were given different colour stickers to also see if there was a divergence in views from different stakeholders. After the voting took place, each table was assigned some results to analyse and interpret. Each group then selected a participant to report back to the group their findings. At that point, any other participant could also make observations about the results.

The process of analysing and reporting back to the group was replicated at the end of every working session. In order to mix up how knowledge was captured to avoid monotony, each working session used a different method of capturing discussions. These included, reporting using various printed template and reporting on flip charts.

After the Visioning session, work began on the SRIA content. In each session 2 or 3 Thematic Areas were introduced to participants via a PowerPoint or video. Participants were asked to review TA goals and sub-goals and a) indicate which were most significant for the particular sector or region, b) highlight missing goals and to c) indicate those goals not relevant for their sector/region. The standard workshop agenda is provided in Annex 1.

At the end of each review process – workshop participants were asked to prioritise (for their sector) the priority goals and sub-goals which they considered important in achieving the Vision of Aquaculture to 2030. The prioritisation exercise was carried out by providing each participant with voting stickers representing various values related to their personal perception of the importance of a goal/sub-goal. The Goals/sub-goals were placed on the wall and participants then used their stickers to vote for what they perceived to be the priority goals/sub-goals. As this exercise was carried out in the open, it is not possible to draw absolute conclusions as other participants voting may have biased others. Another potential bias was that there was not always a balance in participant stakeholder types. However, it was a useful exercise to capture the overall feeling of the participants' priorities and a useful basis for further discussions.

CONCLUSION

While every effort was made to ensure representation from all stakeholder groups (Policy, Research and Industry) at each of the four workshops it was not always possible to achieve an exact balance.

However via the balance of stakeholders in TA working groups, the overall results of the consultation workshops and the online feedback, Aquainnova has attempted to carry out a transparent consultation process to arrive at a Vision and SRIA that is representative of the European Aquaculture stakeholders.

Furthermore, in developing the documentation, careful consideration of the specific requirements of the various production methods/technologies/species/geographical regions in European Aquaculture has been taken into account.

The diversity of European Aquaculture is one of its greatest features but also largest challenges when it comes to strategic development of the sector. One clear message that arose out of the workshops was that different sub-sectors of the industry have different needs and ambitions and as such, any implementation would need to take a sub-sector development approach was also dealing with cross-cutting challenges.

ANNEX 1: TYPICAL WORKSHOP AGENDA

Day 1:

Event	Content
Session 1 Welcome and Introduction to the Workshop	<ul style="list-style-type: none"> • Welcoming Remarks and background overview of the workshop, • Schedule, methodology, norms, and participant introductions:
Session 2 Introduction to the Workshop Process	<ul style="list-style-type: none"> • Introduction to the broader picture of European policies and the current position of European aquaculture within this • An Introduction to SRIAs and Vision • Questions and comments – on process and vision.
Session 3 Thematic Production Area:	<ul style="list-style-type: none"> • Introduction to presentation style: Videos then group discussion, followed by table discussion and plenary • TA 2 – Technology and Systems Video • TA 7 – Health Video • TA 3 – Lifecycle Video • Individual reflection • Table discussion: What do we think about these three areas? What is missing? What should we add? • Open Plenary discussion and final prioritisation of the three TAs
Session 4 Thematic Consumers Area:	<ul style="list-style-type: none"> • Introduction to presentation style: Videos then group discussion using flipchart template, and Carousel (with speakers answering • TA 1 – Quality Video • TA 4 – Feed Video • TA 5 – Environment Video • Table discussion: • Open plenary discussion and prioritisation of the three TAs
Session 5 Thematic Area: Society	<ul style="list-style-type: none"> • Change tables, quick introductions and key items for the Socio-Economic areas (flipchart capture at tables – Speakers walk around to see what people come up with) (15 min) <ul style="list-style-type: none"> • TA 6 - Knowledge Management Video • TA 8 - Socio- economicsVideo • Table reporting: Light table reporting on key aspects of Socio-economic area to consider, from their initial discussion and the inputs • Speakers response • Open plenary discussion and prioritisation of the two TAs
Session 6 Additional Reflections and Closing Day 1	<ul style="list-style-type: none"> • Graffiti Boards, comments, questions, additions to any of those covered that morning • Prioritisation of the 8 areas –which of the 8 are the most important for the long term development of aquaculture? • Briefing on Day 2 – request for ideas for the Open Space Technology Session on Day 2 • Reflections on the day

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Day 2:

Event	Content
<p>Session 8 Introduction to the day and process</p>	<ul style="list-style-type: none"> • Summary of Day 1 and goals for Day 2 • Table reflections on Day 1 – observations on the process and highlights of discussion – what are some patterns we are noticing, or elephants in the room? • Sample reflections in plenary
<p>Session 9 How to get there? Ideas for Implementation</p>	<ul style="list-style-type: none"> • What are some implementation ideas already out there? Story telling from the floor – three short examples of things the Aquainnova community could do • Carousel Graffiti Boards with key questions, small groups visit and respond on the boards. At the end, one small group summarises the responses on 1 Board for the others. <ol style="list-style-type: none"> 1. Imagine that something was created as a result of this initiative, that you really wanted to be a part of, what would it look like? (Objectives, outcomes, members) 2. What can EATIP offer that would be of particular interest to companies? 3. Reflect on the vision statement, how does it work for you (vote on line continuum) and what might you change to make it even better? 4. What funding mechanisms are of most interest to this group?
<p>Session 10 Summing up and Next Steps</p>	<ul style="list-style-type: none"> • Small groups review and summarise responses into key messages, patterns, and outstanding questions • Small groups present their 3-5 min summaries • Plenary reflections on the results
<p>Session 11 Plenary Exchange – Recommendations and Closing</p>	<ul style="list-style-type: none"> • Next steps in the process, and reporting • Participants plenary reflections on the process • Closing words and where we go from here – bigger picture

ANNEX 2: MAJOR TRENDS AND INFLUENCES ON EUROPEAN AQUACULTURE TO 2030

1) Do you think there will be an increase or decrease in the Production Volume of Coldwater Marine/ Freshwater/Shellfish/Mediterranean Aquaculture by 2030 in Europe

Increase >100%	
Increase >50%	
Increase >30-50%	
Increase 10-30%	
Increase 0-10%	
No Change	
Decrease 0-20%	
Decrease 20-50%	
Decrease >50%	

2) Do you think there will be an increase or decrease in the Production Volume of European Aquaculture by 2030 in Europe (1 star per person)

Increase >100%	
Increase >50%	
Increase >30-50%	
Increase 10-30%	
Increase 0-10%	
No Change	
Decrease 0-20%	
Decrease 20-50%	
Decrease >50%	

3) Do you think there will be an increase or decrease in the Production Volume of Global Aquaculture by 2030 (Place 1 star beside your preferred answer)

Growth >200%	
Growth >100%	
Growth 50-100%	
Growth 0-50%	
No Change	
Reduction <50%	
Reduction >50%	

4) What do you think will be the % of Aquaculture Imports to Europe (as % of total European Seafood consumption) by 2030? (Place 1 star beside your preferred answer)

>90%	
>50-70%	
>30-50%	
>1-30%	
No imports	

4a) SECTOR Species in 2030

Put your initials beside the statements you agree with (Note: you can agree to more than one statement)

There will be less <u>major</u> species farmed	
The Major species will remain the same	
There will be some new species farmed	List New:
There will be a lot of new species being farmed	List New:
Fish Feed production will be produced by growing low cost animals and plants + novel resources	
There will be an increase in restocking/ranching fish	
There will be genetically modified fish grown	
Aquaculture production for Energy (e.g. algae)	
Aquaculture production (algae, plankton) for functional additives (e.g. Omega 3, Supplements....)	
Aquaculture Diversification (Eco-parks, Education, Conservation etc.)	
Feel Free to add Statements (Please initial)	

5) 2030 Farmed Animal Characteristics

Put your initials by the statement(s) you agree with. (Note: you can agree to more than one statement.)

Disease Free	
Custom fish to suit growing environment and markets	
Genetically modified fish	
Sterile Animals	
Robust Animal	
Only Herbivorous fish	
Food Conversion Rate (FCR) <0.5	
Uncontained fish/ranching	
Other (Please describe)	

6) Technology & Systems in 2030

Place your star where you feel the balance will lie in 2030. The closer to the statement the more you agree (1 star)

Restocking only	100% RAS
Status Quo	Integrated multifunctional farms

7) Husbandry in 2030

Place a star where you feel the balance will lie in 2030. The closer to the statement the more you agree (1 star)

Automated	Remote Farming/little on-site activity
Status Quo	Integrated multifunctional farms (Aqua + energy or Aqua + services)

8) Perception of Aquaculture in 2030 (1 star)

Place a star where you feel the balance will lie in 2030. The closer to the statement, the more you agree (1 Star)

Rejected	Socially accepted
Status Quo	Socially Demanded

9) OPEN COMMENTS SECTION

Post your key questions, issues, challenges for Cold Water Marine/Freshwater/Shellfish/Mediterranean Aquaculture