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Description of each NPG including specific production systems characteristics, bottleneck and needs for change

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1. Summary

Objectives:

The main objective of the Deliverable is to describe the setting up and first stages development of the National Practitioners Groups (NPGs) of the project. The NPGs are groups of professionals and associations involved, from different perspectives and in different places of the value chain, in assessments and decisions on animal welfare. They include farmers, breeders, market actors and citizens, slaughterhouses experts, advisers, researchers and any other relevant practitioners involved in the value chains (laying hens and/or broilers, pigs).

NPGs are the source of information for identifying the most relevant topics for animal welfare in organic and low input animal husbandry in Europe and their order of priority. They are the “place” where the multi-actor approach of the project starts and supports other WPs. The 9 NPGs are the voice of the end users concerning the practices that will be developed within the project. NPGs are the “place” where change, based on project outcomes, will be facilitated and, at the same time, the guiding groups of the project itself.

To reach the main objective, five operational objectives were set and have been reached during the first 15 months:

1. Identification of the facilitators for each NPG;
2. Harmonization of the facilitators’ practices to manage the NPG;
3. At national level, selection of potential actors to create the NPGs;
4. Implementation of the first NPGs meetings;
5. Report and monitoring on the NPG meetings, priorities, development and bottlenecks.

Through the 5 operational objectives, the NPGs have been described in their diversity. Chapter 4, summarizes each NPG composition and contents.

Rationale:

Sustainable change management requires the involvement of the whole sector, in order to win as broad a support as possible and in order to capture all potential bottlenecks preventing or slowing down the change. Nevertheless, in most research projects aiming at innovation and change, non-scientists are often not involved. Moreover, farmers and other actors can be hard to reach about state-of-the-art innovations, leading to research results that are not in line with current practices or needs. To overcome this, NPGs were created in WP2. Within these NPGs, the method of co-creation is used in order to have maximal participation of all actors. Co-creation is a rather innovative methodology and new to some of the project partners. Due to the diversity of the sector and practices among the European countries involved in the project, the background and ecosystem of the different NPGs vary, as they are representative of their National/Regional situation. In the PPILOW project, the set-up and working methodology of the NPGs is documented and shared among involved partners, with the scope to contribute to the harmonization of the NPG process and for the further development of the methodology.

Teams involved:

AIAB (Italy) and BioForum (Belgium)

INRAE and ACTA (France), UNIPG (Italy), AU (Denmark), UU (The Netherlands), Thuenen (Germany), CRAW (Belgium), USAMV (Romania)



2. Introduction

WP2 aims to guide the process of change towards more animal welfare at National and at European level. Key concepts here are participatory research and co-creation. Participatory research is a collaborative process of research, education and action explicitly oriented towards change. It involves all actors working together to examine a problematic situation or action and trying to find a solution that is of interest for everybody. Co-creation is the process of creating ideas and solutions together with the relevant actors. It is the opposite of solutions produced outside the system, “for” the system actors who accept and implement them with no other role (top down approach).

To achieve this, National Practitioner Groups (NPGs) are set-up in seven countries. Each NPG focuses either on poultry (layers and broilers) or pigs. Belgium, France and Italy host two NPGs: one for pigs and one for poultry. Overall 9 NPGs (poultry and pigs) are established, spread over 7 countries (France, Italy, Germany, Belgium, Romania, The Netherlands, Denmark). NPGs want to stimulate exchange and discussion among farmers, business actors, researchers and advisors. The overall aim for setting up these national groups is to co-create, test and validate the project outputs from other work packages, ensuring sustainable animal welfare improvements, through actors and stakeholders engagements.

Participatory research and co-creation are complex processes, and for each NPG a facilitator(s) is/are selected. Facilitators have the challenging role of initiating and guiding the co-creation process, ensuring that everybody in the group has the possibility to participate and without interfering in the group dynamics, without imposing his/her own ideas and without judging participants. At the same time, the co-creation process needs to be managed so that it ‘remains on track’ towards the predetermined goals.

In the run-up to the first NPG meeting, the NPG facilitators have harmonized their practices. To do so, in November 2019, all facilitators have met in Amsterdam to discuss all aspects of the creation of the national groups, potential bottlenecks and problems and how to tackle them.

Every NPG facilitator identified key actors that should be involved in order to make the first NPG meeting a success. The aim of the NPG is to get input from all steps of the production chain on animal welfare, therefore it is important to involve stakeholders from different backgrounds who can directly or indirectly have an impact on the welfare of pigs and poultry. Depending on the topics that are covered, the composition of the NPG may change or be integrated during the course of the project. Potential participants are large-scale and small-scale producers, vets, retailers, certification bodies, processors, breeding companies, advisors, cooks, researchers and consumers.

All work packages in the PPILOW project are in close interaction with the NPGs and several work packages depend on inputs from the NPGs. For these reasons, the NPG creation and facilitation is of prior interest for the success of the project.

3. Methodology

The methodology adopted to establish the National Practitioners Groups (NPG) in the involved countries, is a participatory research approach in which the co-building of knowledge with actors and scientists plays a key role.



The steps implemented to create the NPG and carry out the first meeting were:

1. Presentation and workshop about participatory approaches (Kick-off meeting)
2. NPG facilitators meeting
3. Collection of material to be delivered during the first NPG meeting
4. Online meetings with facilitators- defining recruitment guidelines (Annex 1)
5. Facing the COVID 19 outbreak: online meeting solutions and rescheduling
6. First NPG meetings
7. Collection of NPG meeting report (Annex 2)
8. Analysis of reports
9. One-on-one online meetings with facilitators
10. Second analysis and NPGs description

1. During the kick-off Meeting held in Paris, WP2 leaders presented a first outline of the methodologies to be used in the project, all project partners have been involved in this first part of the workshop to better understand the overall project methodology. Subsequently a first workshop for facilitators has been carried out in order to introduce some basic concepts such as: co-creation and co-innovation and multi-actor groups facilitation.

2. The first dedicated facilitators meeting took place in Amsterdam and the main steps for building an NPG have been developed:

-Define vision/mission for your NPG to start a process of change that scales up beyond the scale and time horizon of the project

-System and causal analysis: what do we want to improve? Why does it exist? Consequences?

- Actor/stakeholder identification and involvement analysis for potential impact on the project results

- Draft Action plan and timeline

- Get to know possible actors and decide who to involve

3. Materials to be delivered have been collected and translated by each facilitator in the national language, the topics selected and presented for the first meeting consisted in: overview of the PPILOW project; EBENE and PIGLOW app presentation (from WP3); discussion on the main possible welfare topics and feedback on the apps.

4. Online meetings have been carried out with facilitators in order to solve doubts and concerns. After the facilitators meeting, short guidelines for the recruitment of NPG actors, have been drafted and provided (see Annex 2. NPG recruitment guidelines).

5. Due to the first COVID 19 outbreak, some of the NPG meetings could not take place in person, therefore some of the facilitators had to organize it online. For this reason some of the meetings have been delayed. Due to facilitation limitations we decided together with other facilitators, to reduce the number of participants from 12-15 to subgroups of 6-8, managing large multi actor-groups has resulted to be too complicated and dispersive. These changes in the methodology have an impact on the participatory process, which can turn out to be less effective through online meetings. It will be of prior interest for WP2 and facilitators to find the best solution to reach the project objectives, improving the methodology adopted due to the current situation.

6. The first NPGs meetings took place within February 2020 and September 2020 (7 out of 9), description will follow in the results chapter.



7-8 the NPG meetings results have been reported and subsequently the data have been used as a feedback for other WPs and for planning the next steps of the research, identifying main topics of interest, levers and obstacles of animal welfare in organic and low input livestock systems.

9-10. In order to have a more detailed feedback on the NPG meetings and get an overview of the difficulties faced by the facilitators, one to one online meetings have been organized. A list of questions has been drafted to address the relevant topics, and an open discussion has followed in order to clarify eventual doubts. Afterwards the data collected have been used for enriching the first report analysis.

3. Results

In the figure below (Figure 1), the countries where the NPGs building process has been developed are shown. Due to the COVID outbreak, two NPGs meetings did not take place (The Netherlands (poultry) and France (pigs)), but it is planned to conduct these meetings online in the course of December 2020.

As a consequence, 7 meetings were held out of the 9 originally planned. 6 of them have been carried out in person (France, Germany, Romania, Denmark, Belgium-Flanders and Wallonia, which have been uncoupled due to language and different cultural backgrounds) and two online (both in Italy).



Fig. 1 Countries engaged in the creation of the NPGs



Prior to the meetings, each facilitator has built up his/her own group of national practitioners following the guidelines provided. Groups vary in number of participants, especially due to the fact that some countries deal with one or several NPGs, and type of actors. In Figure 2. the share and typology of actors are represented.

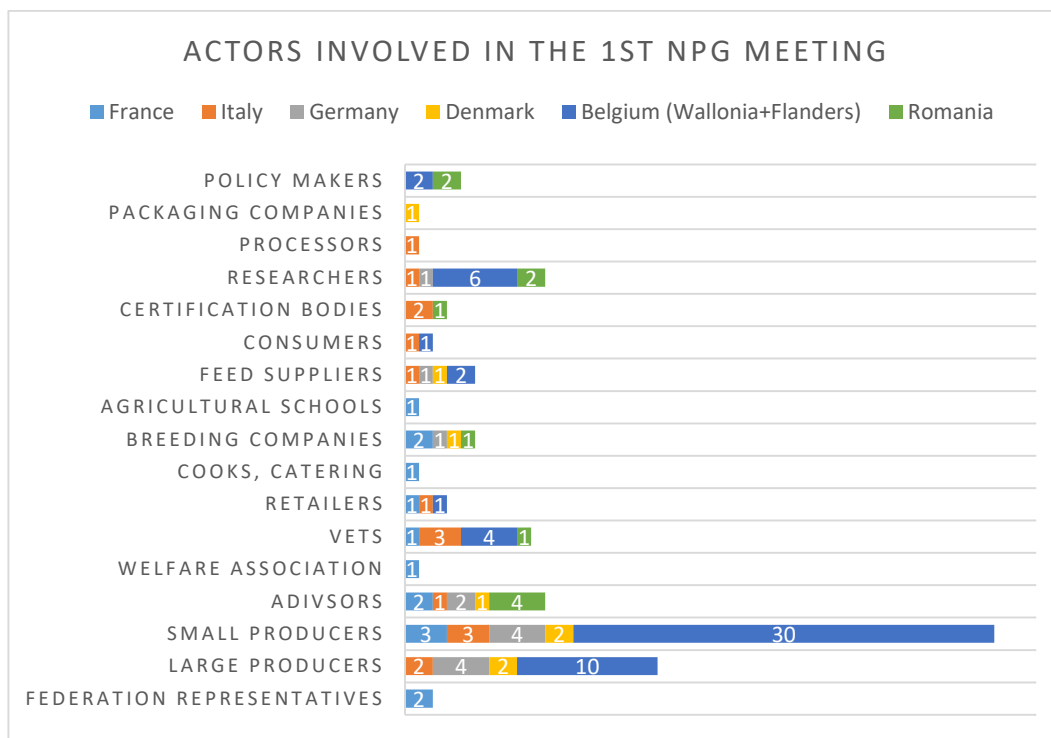


Figure 2. Actors involved in the 1st NPG meeting (divided by country)

Involving different actors was not always easy, some of the groups were already familiar with this kind of project, but some facilitators faced difficulties in approaching actors, especially when meetings were held online.

From the graph it is positive to notice heterogeneous groups and from facilitators' experiences, it seems that having large scale producers and small scale producers has given important inputs for discussion. Some facilitators were not able to involve all the actors they wanted to, but all NPG facilitators were overall satisfied with the group dynamics and outputs. Some difficulties emerged in facilitating discussion when strong personalities took over the discussion.

The main topics emerged from the first NPG meetings are listed in the tables below, we noticed differences in species priorities; nevertheless, while analysing the different reports, common obstacles in managing animal welfare arose: mutilations, animal feeding and feed integration from organic sources, pasture management, new organic regulations are common concerns among different NPGs.

Regarding the needs for changes, there is a lack of knowledge in animal ethology and behaviour, which are of prior interest for improving feeding practices and pasture management.



3.1 FRANCE

NPG type (poultry/pig)	Poultry: layers and broilers	Pigs
NPG facilitator	Anne Collin, Antoine Roinsard	Antoine Roinsard
Production systems represented	Both large-scale and big companies as small-scale farmers. Both organic and free-range systems.	<i>Not yet handled due to COVID-19</i> Small-scale farms with direct market on farms (organic and local breed based systems), large scale organic pig companies.

First NPG meeting

NPG type (poultry/pig)	Poultry: layers and broilers	Pigs
Type of NPG meeting (in person/online)	In person	Online
Date of the meeting	February 2020	10 December 2020
Participants	1 representative of outdoor poultry practitioners, 1 welfare association, 1 organic farming federation, 2 advisors of production organisations, 1 organic broiler producer, 2 organic egg producers, 1 organic retailer, 1 retailer, 2 breeding companies	2 advisors (public), 3 advisors from organic pig companies, 2 organic farming federation, 1 organic retailer, 1 retailer, 1 welfare association, 3 butcher industry, 1 farmer (organic free range).
Other NPG actors (not present at the meeting)	Veterinarian, representatives of hatcheries, catering, agricultural high school, egg and broiler federation, 1 slow growing broiler producer	Veterinarian, local breed farmer, organic certification company, 1 advisor,
Missing participants	None	
Main topics declared as “problem” or “interest”	i) suppress the one day-old chick elimination; ii) increase the production period of hens; iii) stop feather pecking (without beak	Objectives: - PPILOW general presentation - Focus on experimentations in



	trimming); iv) mutilation of other poultry species (guinea fowls, turkey...); v) breeder management in link with new regulation (free range access); vi) environment enrichment in case of claustration.	<p>pigs: end of pig castration, reduction of losses in outdoor pig maternity.</p> <ul style="list-style-type: none"> - First results of multi-actors survey: animal welfare, current practices. Locks and levers associated with animal welfare. - Discussion on the concept of animal welfare - What is the strategy of communication in order to show the first project results?
Main issues with animal welfare	<ul style="list-style-type: none"> - Mortalities and slaughter (including elimination of layer male chicks, early slaughter of laying hens, predation and disease) - Damage to well-being (mutilation including feather pecking, behaviour, illness, manipulation) - Rearing conditions and facilities in relation to health risk and lack of expression of natural behaviour 	
Next meeting	<ul style="list-style-type: none"> -A meeting for fine-tuning the welfare self-assessment tool for poultry (EBENE extension from the work package 3.1). -Now organizing the next meetings presenting the first results of the project and the data collection framework for co-creation. Both should be 23rd October. -Participants were very reactive to register online. Next meeting will be planned online. 	



3.2 ITALY

NPG type (poultry/pig)	Poultry: layers and broilers	Pigs
NPG facilitator	Lucia Rocchi	Martina Re
Production systems represented	Both large-scale and small-scale farms.	Mainly small-scale farms.

First NPG meeting

NPG type (poultry/pig)	Poultry: layers and broilers	Pigs
Type of NPG meeting (in person/online)	Online	Online
Date of the meeting	July 2020	August 2020
Participants	Farmers, a cook, a retailer, a vet, feed suppliers, consumers, a certification body representative	a farmer with organic free range pig breeding, an auditor of certification body, 2 vets, an advisor of large scale conventional pig breeding, a researcher of local institute, a processor of cured organic and free range pork meat, a retailer of organic products.
Other NPG actors (not present at the meeting)		
Missing participants	Farmers	
Main topics declared as “problem” or “interest”	-Organic feeding availability	-Access to land - Appropriate breeds for extensive systems
Main issues with animal welfare	-Organic feeding availability	-Access to land - Appropriate breeds for extensive systems



Next meeting	There has not yet been a date fixed for the next meeting. It will probably be online.	There has not yet been a date fixed for the next meeting. It will probably be online.
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3.3 GERMANY

NPG type (poultry/pig)	Poultry: layers and broilers
NPG facilitator	Petra Thobe, Lisa Baldinger
Production systems represented	In Germany, both small-scale and large-scale farms are operational. In the NPG, mainly small-scale and medium-scale farmers are participating. Only one large-scale farm is involved. Most farms are organic, but some are free-range low-input farms (not organic).
Main issues with animal welfare (based on WP 1 data)	

First NPG meeting

NPG type (poultry/pig)	Poultry: layers and broilers
Type of NPG meeting (in person/online)	In person
Date of the meeting	February 2020
Participants	8 farmers, 1 researcher/consultant, 1 feed mill representative, 1 breeding company, 2 technical consultants
Other NPG actors (not present at the meeting)	One farmer, one breeder.
Missing participants	We would like to include a representative of a food processor or retailer.



Main topics declared as “problem” or “interest”	<ul style="list-style-type: none"> -Enrichment indoors and outdoors. Use of the outdoors to avoid that the birds are too close to the barn and to avoid environmental problems. - Nutrition and how to make use of local proteins to replace soy, 100% organic feeding, scarce supply of methionine - Dual purpose breeds: phasing out of the killing of the male chicks
Main issues with animal welfare	<ul style="list-style-type: none"> -Broilers: problems with foot pads - Layers: fatty livers, breast bone deviations - Predation - Inappropriate design of the outdoor area: lack of green coverage and trees
Next meeting	Next meeting will be a combination of an online participants and real life participants. During next meeting, the data collection framework and the marketing of the meat of the double dual-purpose breeds will be discussed.

3.4 DENMARK

NPG type (poultry/pig)	Poultry: layers
NPG facilitator	Sanna Steinfeldt
Production systems represented	Only the organic laying hen sector is represented because in Denmark, the organic broiler production is very small.

First NPG meeting

NPG type (poultry/pig)	Poultry: layers and broilers
Type of NPG meeting (in person/online)	In person
Date of the meeting	February 2020
Participants	Four organic egg producers, a feed company, an egg packaging company, an advisory institution and a company that breeds and sells organic pullets and organic broilers.



Other NPG actors (not present at the meeting)	In general, the group would like to include a representative from either consumer organisations or retailers and welfare organisations/bodies in some of the future meetings
Missing participants	A veterinarian.
Main topics declared as “problem” or “interest”	-Dual purpose genotypes and phasing out of the killing of the male chicks - Problems related to the new organic legislation - Discussion of the welfare app
Main issues with animal welfare	-Feather pecking -New national legislation for the management of the outdoor area: it will be mandatory to have 70% planted
Next meeting	The next meeting is planned to be an on-line meeting and will take place in mid-December or in the beginning of January.

3.5 BELGIUM

Flanders

NPG type (poultry/pig)	Poultry: layers	Pigs
NPG facilitator	Laura Van Vooren	Laura Van Vooren
Production systems represented	In Belgium, there are both small-scale and medium-scale organic layer farms. The organic broiler sector is very small and not included in the NPG.	Almost all organic pig farmers take part in the NPG. Only the very small farmers (with only 2-3 pigs) do not participate.



First NPG meeting

NPG type (poultry/pig)	Poultry: layers	Pigs
Type of NPG meeting (in person/online)	In person	In person
Date of the meeting	February 2020	March 2020
Participants	25 farmers, 1 representative from a feeding company, 2 veterinarians, 3 researchers	10 farmers, 1 representative from a feeding company, 2 researchers, 1 veterinarian
Other NPG actors (not present at the meeting)		
Missing participants		
Main topics declared as “problem” or “interest”	-New organic EU regulation - welfare app	- New organic EU regulation - welfare app
Main issues with animal welfare	Use and management of the outdoor area	-castration - pasture access for the sows
Next meeting	Online meeting	Online meeting

Wallonia

NPG type (poultry/pig)	Pigs
NPG facilitator	Sophie Herremans
Production systems represented	All participating farms are small-scale producers, but this is representative for the Walloon region. Both organic and non-organic free-range farms are included.



First NPG meeting

NPG type (poultry/pig)	Pigs
Type of NPG meeting (in person/online)	In person
Date of the meeting	February 2020
Participants	5 farmers, 1 retailer, 2 policy makers, 1 animal welfare researcher, 1 citizen association representative, 1 veterinarian
Other NPG actors (not present at the meeting)	
Missing participants	Distributors
Main topics declared as “problem” or “interest”	- improve animal welfare - alternatives to surgical castration
Main issues with animal welfare	-castration -management of the outdoor area: how to favour natural behaviour like rooting, how to plant the outdoor area
Next meeting	It will be difficult to plan an online meeting. It is likely that farmers won't participate.

4.5 THE NETHERLANDS

NPG type (poultry/pig)	Poultry: layers
NPG facilitator	Saskia Kliphuis
Production systems represented	<i>Not yet handled due to COVID-19 and avian influenza; individual visits and interviews with poultry farmers planned.</i>



3.6 ROMANIA

NPG type (poultry/pig)	Pigs
NPG facilitator	Marina Spinu
Production systems represented	Participating farms are small, non-organic, low-input, free-range systems. In Romania, there are no large-scale farms and no organic farms.

First NPG meeting

NPG type (poultry/pig)	Pigs
Type of NPG meeting (in person/online)	In person
Date of the meeting	March 2020
Participants	1 representative from the Romanian Parliament – Agricultural Commission, 1 representative from the Regional Veterinary Authority, 1 Agricultural consultant, 1 representative of a veterinary diagnostic laboratory, 1 environmental protection consultant, 1 researcher on pig breeding and farmer, 1 representative of an ecological agriculture association and farmer, 1 representative of a local breeders association, 1 representative of an organic farming certification body and farmer, 1 technical advisor on nutrition and animal production and farmer, 1 pig reproduction consultant, 1 animal welfare researcher. The whole chain was covered.
Other NPG actors (not present at the meeting)	
Missing participants	None



Main topics declared as “problem” or “interest”	<ul style="list-style-type: none"> -growing animals with high animal welfare without using medication. The use of plant extracts and other alternatives to promote the health of the animals. - longer life span of the pigs and slower reproduction - levers: Consumers and companies are more and more aware of advantages of free-range low-input breeding. There is a label ‘good from Romania’ which indicates this. There also is an increasing awareness about animal welfare. - bottleneck: a higher cost for animal welfare products is not affordable for everybody
Main issues with animal welfare	<ul style="list-style-type: none"> - diseases - high costs of an animal-welfare friendly system - housing and shelter in an outdoor area - feeding and supplementation of grazing animals - natural disinfection of the pigs
Next meeting	Probably online.

During the course of the first year of the PPILOW project, the first work package of the project (WP1.1) gathered bibliography and relevant issues from the interviews of key informants to be proposed for discussion in a second meeting to the NPG members. However, it became clear that the interaction of WP 2 with the other WPs had to be further developed to promote the multi-actor interactions with experimental work packages of the project.

A first action to handle aimed at increasing the interactions between WP2 and the other WPs. After all, in order to give feedback, NPG members need a clear overview of the content of the other WPs and need to feel connected to the project. Therefore, it was asked from the other WPs to provide a short and clear overview of the on-going or planned experiments. In the following NPG meeting, some of the experiments will be presented based on the provided overview, depending on the major interests of the NPG.

It was also planned that a further NPG meeting would be organized to co-create on the data collection framework in view of PPILOW experiments (Task 2.2), a proposed draft based on the work of the task 3 of Work package 3 led by UNIPG would be discussed with NPG members. A question was raised concerning the applicability of the results of the modelling in WP 3 and WP 7, if based on data provided by the NPG members, experimental facilities or on-farm experiments. As the diversity of the organic and low-input pig and poultry sector is very broad, caution is needed, for example to model economic performance of certain measures. To tackle this issue, several discussions among WP2, WP3 and WP7 task leaders were organized and some first agreements were made. It was agreed to include the diversity of the sector in the modelling, for example by providing different scenarios and sensitivity analyses. For the future, it will be important to maintain a continuous interaction between WP2 and the other WPs in order to align mutual expectations. A key factor for the success of this approach is the involvement of several experimental work package and task leaders as facilitators of NPGs, and the close interactions among facilitators enabled by regular online meetings, and when it will be possible again, live meetings.



4. Conclusion

The process of co-creation is innovative. Currently, it is not a part of traditional scientific research. However, including co-creation can be a win-win for both researchers and other actors: co-creation contributes to a better alignment of research with practices. At the same time, co-creation is complex and requires specific skills and continuous adjustment of the adapted strategy, depending on the topic, local context and group dynamics.

During the first 6 months of the project, the focus within WP2 was on the definition of composition of the NPGs and the harmonization of the different NPG facilitators' strategies. As the main goal of the first NPG meeting was the presentation of the project, the introduction of the NPG members and the identification of the main animal welfare problems, the first NPG meeting was in most countries composed of a broad variety of actors. Due to the COVID-19 outbreak in February, not all NPG could be organized as intended and an ad hoc adjustment was needed. Some NPG were organized online, others were postponed. For future NPG meetings, the meeting strategy will be adjusted to the changing COVID-19 context.

From facilitators' experience, heterogeneous groups are helpful to have an enriching discussion. For future NPG meetings, special attention will go to a diverse composition of the NPG group, especially concerning small scale and large scale producers diversification.

For the poultry sector, main animal welfare issues identified were related to **nutrition, health, feather pecking and to the design of the outdoor area**. For the pig sector, the **management of the outdoor area, housing and hygiene conditions** arose frequently within the NPG discussions. Another, more broad but very frequent concern was on the **new organic EU regulation**. In following NPG meetings, the topics covered will depend on NPG member priorities.



5. Appendix

Appendix I: NPG members Recruitment Guidelines

Who

Pick up from the list (annex 1) the roles that better describe the “ecosystem” around your National/Regional system. There are probably also other actors more specific to some ecosystems, do not mind adding.

For each actor consider the level of **interest** but also the level of potential **impact** on the change in the system.

For the actors with higher impact consider inviting **more than a representative**, for example farmers, better if they are more than 1 or 2 and with differences in their management.

Consider as well the **social skills** of the actors you are going to invite. Some actors who risk to overwhelm the group discussion or that usually do not express their opinion are less useful in the process, if there is a better option within the actors groups choose another, or, if you think his/her input is highly relevant, simply be prepare to moderate/stimulate the person during the meetings. Another option is to phone up, after the meeting, the actors less expressing their views.

If possible, select members who have a **broader view** over the whole system, and not only focused on their own business.

Geography (where invited members live/work) can play a relevant role in participation: if possible, select members of easy reachable areas or from a limited area. Otherwise the risk is that often they will not able to participate.

How many

In general, a group of **12-15 people** have good chances to discuss in depth, allowing all participants enough space. Nevertheless larger or smaller groups can be necessary to cover all actors affecting a specific ecosystem. For meetings on specific topics not all the members should be invited, so, there will be meetings with **smaller groups** (the facilitator will report to the whole group).

For how long/how many meetings

The NPGs will keep on exchanging and acting all along the project time-frame. We do not know precisely how many meeting each NPG will have, but we can foresee **2 meetings per year** of the whole group, **2-3 sub-group meetings** on specific topics and mail exchange, conf. Calls or simply phone calls from the facilitator in between. It is not compulsory for all members to participate to all meetings (even if advisable).

Mention as well the possibility of an exchange of visits with another NPG (twin) and the possibility to participate to some project meetings (in English, towards the end of the project)

Considering that...

The project will last **5 years** and it is normal that some members **change** their job position during the project life-span, or loose interest. It is advisable to recruit some **more members at start** (up to 16-17), so be sure not to loose impact if some leave. At the same time it is possible to **integrate the**



group in a second moment, when some members do not participate or the group highlights the needs/opportunity to involve a different actor or a person with specific useful knowledge/view.

Reimbursement

In each partner budget there is an amount to cover NPG expenses. It is to be used for room renting, catering or costs related to members participation. So you can offer to pay for train tickets or car use costs (highway and km), but it is essential that you include their costs in your accounting system (following your national rules). The easiest way is if you directly buy the tickets, otherwise ask them to issue to your organization an invoice for the expenses.

You can also reimburse the working hours, easier if you offer a flat rate per meeting, without differentiating per person. Also in this case, you need to register the invoice in your accounting system.

In the frequent case that members do not accept to be paid or do not claim for expenses, it is advisable to offer them a present (i.e. 2 bottles of wine or a piece of cheese or cookies..) and/or to offer them a light lunch/dinner.

Information and consent forms

Each member should be informed about the project and related data management. You need to save a signed copy of the consent form of each NPG member.



Appendix II: NPG meeting Report template

NPG Biography

NPG: number and title

NPG country: name of country

Last updated: Date (*example: 05/11/2018, month M18*)

Authors: First name Last name Organisation

Version: 1.0

[Please insert a picture of the NPG]

NPG description

[Please introduce the NPG in an inspiring narrative (max one page including a picture) for the general public the NPG as it currently is]

Make sure your description at least explains the following items:

- the topic of the NPG
- the challenges
- the vision and the NPG mission
- the NPG strategy how are you working on these challenges.
- Effects or results of the NPG
- the contribution of the NPG to the PPILOW challenges .
- Add a picture with an impression challenges the NPG is working on]



Annual summary of progress Sep 2019 - sep 2020

Please describe in a narrative targeted at the general public, other WP's and the outside world what has happened in the past year, why you did what you did and why it is the way it is. You can use the quarterly reflection memo's in section three as a background for this

- What was the situation at the beginning of the year
- What did you do, what has happened (only major events)
- Which strategic choices did you make, please explain why
- What were the results?
- Where do you stand now as a NPG and what are the next steps?

Quarterly reflection memo

Date.... Author:

[This report is for your own use and exchange with the WP2 leader and other NPG'S the purpose is to understand what has happened?]

MAIN EVENTS -- *What has happened in the past three months?*

- What were the main events and interventions in the NPG journal?
- What progress did you make?

CHANGES -- *What are the consequences for your NPG?*

Is there a need to revise your action plan? E.g. vision, mission, causal analysis, stakeholder analysis or the strategy or activities?

- Do past events change the focus of your NPG?
- Do you want to involve other stakeholders in the NPG?
- Do you need to change your entry point for the NPG?
- Do you have to adjust the NPG strategy to better contribute?
- Does this change in the assessment of progress and success?
- Do we need to do different things or things differently

'No' is also an acceptable answer. If any describe the main changes here and change the item in the relevant attachment.

LESSONS LEARNED *What were the main lessons on co-innovation towards animal welfare?*

[For example lessons about the setting for co-innovation, sense of urgency, the institutional setting for change, the development or introduction of new things or new value chain.]

PLANNING COMING 3 MONTHS - *What are the main activities in the coming months?*

[Please list the activities for the next three months]

[If needed adapt the action plan]

Questions or requests for the PPILOW community (WP2LEADER, other NPG'S, project management, WPs)