

# **Freshwater Trout Aquaculture Dialogue (FTAD)**

## **Outreach Strategy 2008-2011**

The following document presents the outreach strategy for the Freshwater Trout Aquaculture Dialogue which was first developed in June/July 2009 by the FTAD Steering Committee and has since been adjusted.

### **Background**

The goal of the Freshwater Trout Aquaculture Dialogue (FTAD) is to credibly develop and support the implementation of measurable, farm-level performance standards that minimize or eliminate the key negative environmental and social impacts of freshwater trout production globally. Throughout the sustainable seafood community, the FTAD process is expected by many to produce the best set of freshwater-produced rainbow trout standards that exist and serve as a cornerstone for the transition of the market to more sustainable practices.

A key step to ensuring the relevance, uptake, and implementation of the standards is the development of a comprehensive stakeholder outreach strategy that is broadly supported by the FTAD SC. It is the responsibility of the SC members to conduct outreach and make a good faith effort to incorporate feedback from the constituencies that they formally and informally represent. The following is a set of strategy options and questions for the FTAD Steering Committee (SC) consideration regarding the overall approach and how to proceed. Effective outreach depends on the willingness of the FTAD SC to proactively lead engagement, advocate for the decisions it has made, and constructively incorporate stakeholder feedback

### **Outreach Goals**

As draft standards are developed and ultimately enter the market place, it is critical that they are perceived publicly as both effective and credible to a wide variety of users. Consistent and meaningful outreach throughout the process becomes a core activity in order to ensure this. Effective outreach—particularly as final decisions are made and public interest intensifies—helps achieve several broad goals.

- Maintaining key audiences (e.g., industry leaders, conservationists, governments, auditors and scientists) up to date on information about the dialogues so they can make informed decisions;
- Showing how the full range of stakeholder viewpoints have been taken into consideration and responded to;
- Demonstrating how credible science and technical information has been used to create the standards in order to ensure that they are perceived as fair and wise (not arbitrary);
- Differentiation for the FTAD relative to other trout certification schemes

- Various view points are invited, including supporters and critics of the FTAD
- There is no numeric target for number of stakeholders to reach; however all key stakeholder groups in all important trout producing and trout consuming countries must be reached.

## **Strategic Input**

These outreach goals and the strategies to achieve them are fundamental process decisions that must be agreed to and supported by the FTAD Steering Committee before implementation and planning can occur. It is important to understand that different levels of effort will be needed to engage different stakeholders to achieve FTAD outreach goals. In other words, some stakeholders may need little incentive to participate in the process, while others will need to be proactively engaged – particularly those who are skeptical of the dialogue process and its outcomes or doubt whether to follow these standards or other already existing certification schemes. What is required of the FTAD process is to identify the important stakeholders, assess the trade-offs of engagement or non-engagement relative to the time and resources we have, and then develop a plan of action for each stakeholder. Some key questions to guide this discussion include the following:

- Who are the potential critics of the FTAD process and how can their concerns best be addressed?
- Who are the influencers (or champions) that could help to advocate for the FTAD effort, and how can they be involved in outreach efforts?
- What are the critical issues in FTAD that necessitate focused outreach efforts to ensure understanding of those issues and respond to them?
- What are the specific cultural considerations (language, access to information, geographic remoteness, technology use in production) that may necessitate additional outreach to be inclusive of those viewpoints?
- What is the best way to show how mutually credible science, technical information and experiential data collection has driven standards development?

## **Outreach Strategic Approach options**

Key stakeholders for the FTAD process include but are not limited to: producers from the top freshwater trout producing regions, non-governmental organizations concerned with freshwater trout production, retailers, academics, government officials, consultants and other stakeholders. Although the goal of this strategy is to engage and solicit feedback from these stakeholders, it is not necessarily to achieve their buy-in to the FTAD process, there may be supporters and critics among all types of stakeholder.

### **When is outreach conducted?**

Basically outreach may be conducted at any time when deemed possible and relevant. Outreach may be carried out to all relevant stakeholders who have a direct or indirect interest in the FTAD. There are certain peak periods for outreach, including: 1) sending out invitations to stakeholders to participate in international full dialogue meetings (FTAD 1-4), and 2) inviting stakeholders to participate in the two public comment periods. There may also be opportunities for intensive outreach during seafood shows, aquaculture conferences and other gatherings where key stakeholders are meeting.

### **How to conduct outreach**

A range of outreach techniques exist, and the SC should identify key strategies that will be employed in each region and with distinct stakeholder groups. Outreach techniques could include: 1) broadcast or personal emails (follow up on general FTAD announcements to key stakeholders), 2) one-on-one meetings and calls with key stakeholders, 3) conference calls with one or more SC members, global conference calls/ web-ex meetings for anyone who wants to call in, 4) small regional workshops (open or with identified groups), 5) FTAD and Aquaculture Dialogue presentations at key events; 6) announcements on the FTAD website

## **Stakeholders groups targeted during outreach**

The main stakeholder groups are mentioned in the following. For a more comprehensive list of individual stakeholders and persons who have been contacted and actively involved in the FTAD please visit the master list in the appendix.

### **Producers**

The more producer input into these standards the more robust and more accepted they are likely to be. Furthermore, given the economic crises and the time constraints of the FTAD, reaching out to producers instead of them coming to the FTAD SC will be critical. Because the time-frame of the FTAD is short, outreach needs to focus on engaging producers into the process.

Approximately 80% of global freshwater rainbow trout by volume is produced in 10 countries (Iran 15%, Turkey 15%, Italy 9%, France 8%, Spain 6%, US 6%, Germany 6%, Denmark 5%, Poland 4%, China 3%)

### *Strategy for Engagement*

SC members will be reaching out to producers. The SC members representing producers and the feed producers have a particular advantage in terms of getting out to their own sector and associations. Outreach will be (has been) conducted during producer association meetings and via producer email lists from producer associations. Aquaculture sector gatherings of any kind may be good opportunities for reaching key producers.

### *Challenges*

Producers may be reluctant to get involved because they see the FTAD as just another certification scheme they have to follow to stay in the market, and that this will only be a financial burden to them. Producers may fear the FTAD standards would be impractical and

irrelevant to them, or that the Aquaculture Dialogues is just a passing phenomenon that will soon be replaced by something else.

### **Feed producers**

Feed producers play a very important role in the development of the FTAD standards since the standards will include feed issues. It is important to reach this group of stakeholders to ensure that the feed related standards are in line with what is feasible for feed producers and that the FTAD standards will meet the requirement of their customers (the trout farmers).

#### *Strategy for Engagement*

The number of feed producers is relatively limited and can be reached via trout producers associations, IFFO and via the SC member representing a feed producer.

#### *Challenges*

No significant challenges! The feed producers are showing good interest in being involved in the FTAD and seem committed to the process.

### **Retailers and Seafood Buyers**

Retailers are the ultimate end user of the standards and may have useful input for the FTAD process. The retailers are responsible for selling the product and are thus interested in that the FTAD standards meet the demand of the customers. If the certified trout fish cannot be sold, the FTAD standards will have little or no value to anyone. Among the key retailers to contact are Danish COOP, Carrefour, Marks and Spencers, Sainsbury (UK), Waitrose, Dansk Supermarked Group, Metro, Edeka, Walmart, Cosco, Deutsche See and several others.

#### *Strategy for Engagement*

In 2009-2010 WWF hired a staff member (Carson Roper) to directly engage with retailers and seafood buyers for all of the Aquaculture Dialogues. Carson Roper is now working for the Aquaculture Stewardship Council (ASC) and is continuing his outreach to this stakeholder group. Outreach to retailers and seafood buyers is being (has been) conducted by the FTAD coordinator. Several SC members have close relations to retailers and can create access to the right people.

#### *Challenges*

One major challenge with retailers is to get them engaged during the standards development process. Retailers are often interested in the end result and in requesting that standards are simple and cover the main issues around environment, social conditions and fish welfare.

### **Academics**

There is a need to reach out to external scientists and specialists to provide advice and direct input on the design of the standards (particularly regarding water quality and effluent from farms). Academics have significant experience in systematic measuring of impacts from trout farming, and several scientists may have been engaged in developing regulations and other standards already. The main group of academics with relevance to the FTAD include: researchers at key universities and national aquaculture research institutes.

### *Strategy for Engagement*

The SC members are reaching out to academics they know from their own professional circles and the FTAD coordinator will systematically reach out to scientists via other academics. Producer associations often have collaborating relationships with one or more scientists and thus have relevant contacts to share with the FTAD. Network research projects in Europe is a point of contact (email lists and CV's)

### *Challenges*

Scientists may often be very busy with other projects and may only see the FTAD as relevant if it contributes directly to the work they are currently doing or are planning to do in the near future.

### **NGO's**

Non-governmental organizations, particularly environmental organizations play a key role in the development of aquaculture in main producing regions (e.g. Denmark and UK). Also on an international level (e.g. EU) the NGO's are influential on policy making and writing of regulations. It is important that the NGO's knowledge is picked up by the FTAD and that the potential critique points are noted and addressed. Among the main NGO's are Marine Conservations Society, North Sea Foundation, Greenpeace, Danish Nature Conservation Society, European Anglers Association, David Suzuki Foundation and others. NGO's may also include socially oriented and/or consumer oriented organizations.

### *Strategy for Engagement*

Particularly the NGO representatives in the SC have good contacts and network in the NGO community (globally and locally). Outreach will be (has been) conducted via seafood conferences and via personal outreach (phone, meetings, emails). Setting up conference calls is a particularly efficient way of reaching groups of smaller NGO's.

### *Challenges*

NGO's often have limited budgets which makes it difficult for them to travel and participate in full dialogue meetings. They may also be restricted in their work to focus only on high level aquaculture issues around key species like salmon and shrimp.

### **Government**

Governments play an important role as the key stakeholder responsible for drafting aquaculture legislations and implementing policies. It is important that the FTAD SC is collaborating and communicating with government bodies in understanding how certification schemes can best be designed in order to correspond with the existing legislations and aquaculture policies. Government bodies, particularly in Spain, Turkey, Denmark and Canada have shown interest in the FTAD and have contributed with comments during the first public comment period.

### *Strategy for Engagement*

Government representatives have been invited to participate in the full dialogue meetings and the FTAD coordinator have met/spoken with government officials in several countries and will continue this outreach. Several SC members are regularly in contact with governments in their daily work and have access to relevant aquaculture persons.

### *Challenges*

Government officials may be very busy with other things and may not view this as important before the FTAD (ASC) has proven to work in the market (FTAD standards are adopted). Government may be reluctant to speak directly about the FTAD, but rather speak in more general and softer terms about the FTAD process.

### **Consultants, experts and other stakeholders**

There are a number of aquaculture consultants and experts that may have comprehensive knowledge that is relevant to the FTAD. Several trout farming experts have participated in the FTAD since the beginning of the process and have brought important knowledge to SC. Consultants have experience from already existing certification schemes and auditing systems which the FTAD can learn from. It is important that these experts are involved throughout the process to ensure final standards are auditable and robust.

### *Strategy for Engagement*

The SC and the FTAD coordinator is reaching out to experts and consultants they know from their own professional circles.

### *Challenges*

Consultant may be focused on making business and may only be interested in the FTAD if they see direct benefits for themselves.

## Geographic focus in the FTAD outreach (2009-2010):

The following list of key producing regions presents the outreach activities that were initially planned earlier in the process and also gives an overview of the outreach activities that has actually taken place.

### Turkey

- **Background.** Turkey is the second largest producer of rainbow trout.
- **Opportunities/Limitations.** It is expected that we will conduct a full dialogue meeting in Turkey in early 2010. To lay the path for a successful FTAD 4 in Turkey, the FTAD coordinator will do outreach in September 2009.
- **Potential Next Steps** With support from Turkish SC member the FTAD coordinator and the WWF US SC member, will follow up on outreach to key Turkish stakeholders. Several key people in Turkey are set up to submit comments on draft standards.
- **Activities and opportunities/Limitations.** A stakeholder workshop was conducted in Turkey in March 2010 with more than 70 participants, representing fish farmers, farmer associations, and feed producers. Also several informal meetings were held in Turkey with key NGO's and with the Ministry of Agriculture and Ministry of Environment. There is interest among Turkish producers. Farmers are currently investigating GlobalGap as an alternative to ASC. Concerns among producers on how to cover food safety issues.

### Italy

- **Background** Italian stakeholders are key audiences and are among the largest European producers.
- **Opportunities/ Limitations- Potential Next Steps.** FTAD coordinator follows up on FTAD to ensure good comments from Italian stakeholders on draft standards.
- **Activities and opportunities/Limitations.** A full dialogue meeting was conducted in Verona, Italy in September 2010 with more than 49 participants, representing fish farmers, farmer associations, governments, NGO's, consultants and feed producers.

### France

- **Background**—CIPA the main trout producer association in France has been reluctant to join the FTAD but have been willing to meet and discuss the opportunities and challenges with the FTAD coordinator.
- **Opportunities/ Limitations- Potential Next Steps-** It is still possible to gain support from the French producers through targeted outreach to key individual producers. Two trout producers in France (members of CIPA) have participated in the full dialogue meetings. Former WWF France staff member and Carson Roper from ASC are good key contacts.

### Spain

- **Background** Spain is an important producer in Europe and the Spanish producers associations have shown interest in the Aquaculture Dialogues from early on. Particularly the association of Galician trout producers Atrugal is proactive.

- **Opportunities/ limitations-** The FTAD coordinator has met with the 5-6 most important trout producers, the key producer associations, researchers and governmental officials in June 2009. The FTAD coordinator has also met with several individual farmers and visited various farms. The full dialogue meeting, in Barcelona November 2009 was conducted with good representation from Spain.
- **Potential next Steps.** The FTAD coordinator will follow up with contacts and ensure Spanish input on the draft standards – the FTAD coordinator will potentially visit Spain again and participate in the AquaEurope in Porto in October 2010.

### **United States**

- **Background-** Steve Sommerfeldt of Freshwater Institute has attended the first three dialogue meetings as well as representatives from WWF-US. However, US producers have generally been less interested in involvement as they are working closely with US EPA to develop effluent regulations and the retailers haven't put much demand on the producers yet.
- **Opportunities/ limitations-** The US producers have been clear with WWF-US that they currently don't want to play an active role. However it is a key production region and there is the possibility that a few key producers might join later.
- **Potential Next Steps -** WWF US SC member and Carson Roper (ASC) will follow up on current email and phone communication with key producers. Depending on interest/ success of the FTAD the SC will consider a regional FTAD workshop in the US.

### **Germany**

- **Background-** Germany has significant freshwater trout production but has not been involved in the FTAD.
- **Opportunities/ limitations-** Most of the production is done by small scale producers selling to the local domestic markets. Only a few bigger producers are selling to retailers and could potentially be interested in the FTAD.
- **Potential Next Steps-** The FTAD coordinator is planning to give a presentation at conference in Hannover in November 2010. Coordinator will continue close collaboration with WWF Germany to reach out to German stakeholders. Carson Roper may expand communication to German retailers about the FTAD.

### **United Kingdom**

- **Background-** UK is an important trout producing country representing both pond and cage based production.
- **Opportunities/ limitations-** UK producers are actively involved in the FTAD and are represented on the FTAD SC which gives immediate access to producers and producer associations in the UK. The UK NGO's and retailers are also showing interest in the FTAD and have strong voices in the aquaculture debate and the seafood market development in the UK and EU.
- **Potential Next Steps-** Continue current relationships/ efforts with UK stakeholders (producers, NGO, government, retailers).



## Denmark

- **Background-** Danish NGO's, governmental organizations, producers and others have been very active in FTAD and there is great interest in the potential market value of FTAD/ASC standards.
- **Opportunities/ limitations.** Danish producers are actively involved in the FTAD and are putting into action aquaculture improvement projects in 2011-12 to ensure rapid implementation of upcoming FTAD/ASC standards.
- **Potential Next Steps.** Continue current relationships/ efforts with Danish stakeholders (producers, NGO, government, retailers, processors).

## Poland

- **Background-** Poland is an important producing country in Europe and is selling to retailers in Europe.
- **Opportunities/ limitations** The Polish Trout producer associations have been participating in most full dialogue meeting and invited the FTAD coordinator to speak at their annual conference in Gdansk, Poland in October 2009.
- **Potential Next Steps.** The FTAD coordinator will follow up on FTAD 4 and reach out to Polish producer association to discuss exchange of experience between Danish and Polish stakeholders.

## China

- **Background** China is a growing producer and is entering new markets. Currently most of the trout production is conducted by small scale farmers who sell to local Chinese markets. However this situation may change rapidly in market opportunities allow for this.
- **Opportunities/ limitations** currently we have active industry contacts in China who are active in the FTAD, but SC members have business relations in China. WWF China (CPO) is a key contact and has shown willingness to support outreach.
- **Potential next Steps** The FTAD coordinator will continue to build support from WWF China and seek assistance from the SC members who have contacts in China.

## Latin America

- **Background** Latin America is entering the trout market and could potentially be an important producing region in the future.
- **Opportunities/ limitations** Provide is needed to get overview on the production and the production methods. Canadian cage trout producers have expressed that they have good contacts in Latin America and see potential in developing this region.
- **Potential next Steps** Desk study, emails to key stakeholders.

## Iran

- **Background.** Iran is the largest producer of rainbow trout by volume, but almost all production is done in small farms and the farmed fish is only sold to local rural and urban markets. No important export or sale to retailer. No Iranian stakeholders have been involved in the FTAD dialogue meetings so far, but have participated in phone meetings and in FTAD introductions with the FTAD coordinator in the summer of 2010.

- **Opportunities/ Limitations.** Iran is a potentially complicated region to work in due to limited access to the country and the stakeholders.
- **Potential Next Steps.** The FTAD coordinator will follow up contact with key stakeholders in Iran. Visit to Iran has been cancelled due to political and security reasons.

### General overview of key outreach conducted in FTAD 2008-2011

Date	Location	Stakeholder	Notes
Sep/Oct 2008	Denmark/Global Copenhagen FTAD 1	Multi stakeholder outreach – Full Dialogue Meeting	
Feb-April 2009	Islands Global Faroe Islands FTAD 2	Multi stakeholder outreach – Full Dialogue Meeting	
June 2009	Spain	Producers, Academics, Government, fish egg producers	
Sept 2009	France	Producers, NGO's Academics, others	
Aug/Sept 2009	Germany	Producers, NGO's Academics, others	
Sept 2009	Turkey	Producers, NGO's Academics, others	
Oct. 2009	Verona, Italy	Industry Association, Producers	
Nov 2009	Barcelona FTAD 3	Multi stakeholder outreach – Full Dialogue Meeting	
Nov/ Dec 09	Turkey	Producers, NGO's Academics, others	
Dec 09-Jan 10			
Feb 2010	Turkey Meeting	Producers, NGO's, Government	
March 2010	UK	Retailer	
March	Turkey	Stakeholder workshop and meetings in Turkey with producers, NGO and government	
April 2010	Brussels Seafood Show	Producers	
May 2010			
June 2010-July 2011	Iran	Producers	
July 2010	Global – Public comment period 1	Multi stakeholder outreach – emails, phones and in-	

		person meetings	
August 2010	Global - Public comment period 1	Multi stakeholder outreach – emails, phones and in-person meetings	
September 2010	Global - Public comment period 1 Verona FTAD 4	Multi stakeholder outreach – Full Dialogue Meeting	
October 2010- January 2011	Targeted outreach to experts and key stakeholders for advice on revision of first draft standards	Producers, consultants, experts, scientists	
February 2011	do	do	
March 2011	Global – Public comment period 2	Multi stakeholder outreach	
April 2011	Global – Public comment period 2	Multi stakeholder outreach	
May 2011			

# Outreach plan for January-May 2011

## Guideline for SC coordination of outreach in March/April/May:

- 1) Always Cc Christoph on outreach emails
- 2) Feel free to contact to anyone you want but give priority to your own region and sector.
- 3) If you are reaching out in a region/sector where you think other SC members might doing outreach make sure you inform these people
- 4) Feel free to use the FTAD contact list (300+ persons) that Christoph can send around (a limited version without emails is in the appendix of the outreach strategy)

**Table: Outreach by the FTAD SC, FTAD Coordinator and ASC**

	Stakeholder groups	Outreach possibilities? (events, conferences, meetings etc.)
Niels Alsted (Biomar)	<ul style="list-style-type: none"> <li>• Producers in Denmark and Europe and Turkey</li> <li>• Feed producers globally</li> </ul>	Brussels Seafood Show (?)
David Basset	<ul style="list-style-type: none"> <li>• Producers in UK and Europe (via FEAP)</li> <li>•</li> </ul>	FEAP meetings
Sian Morgan	<ul style="list-style-type: none"> <li>• NGO's globally (EU, US, CA, Turkey)</li> <li>• Scientists and governments</li> <li>• Retailers in US</li> </ul>	Contracted by WWF to conduct outreach Boston Seafood Show (?)
Matteo Leonardi	<ul style="list-style-type: none"> <li>• Producers in Italy</li> <li>•</li> </ul>	API
Yavuz Papila	<ul style="list-style-type: none"> <li>• Producers in Turkey</li> <li>• Government</li> <li>• NGO's (with support from Christoph/Sian)</li> </ul>	
Merrielle Macleod	<ul style="list-style-type: none"> <li>• Producers in US</li> </ul>	
Marco Saroglia	<ul style="list-style-type: none"> <li>• Scientists globally</li> <li>• Key stakeholders in Italy</li> </ul>	API
Margreet Van Vilsteren	<ul style="list-style-type: none"> <li>• Producers in NL and EU</li> <li>• NGO's in EU</li> <li>• Government in NL</li> </ul>	
Christoph Mathiesen (FTAD coordinator)	<p><b>Coordinating all outreach with the SC</b></p> <ul style="list-style-type: none"> <li>• Producers in Europe and Turkey</li> <li>• Governments in DK, ES,</li> <li>• NGO's in DK, EU and Turkey</li> <li>• Producers in Iran</li> <li>• Retailers in DK and EU</li> <li>• Consultants and experts</li> <li>• Scientists in DK, Sweden</li> <li>• Iran (producers)</li> </ul>	Brussels Seafood Show
Carson Roper ASC	<ul style="list-style-type: none"> <li>• Retailers and producers in Europe and US</li> </ul>	Boston Seafood Show Brussels Seafood Show

**Important seafood events in 2011 (January-May):**

- 1) Seafood Summit
- 2) Biomar – farmer meeting in Denmark 9<sup>th</sup> Feb (more than 100 farmers)
- 3) Seafood show in Boston (from 22<sup>nd</sup> March)
- 4) Alimentaria & Horexpo, (Lisboa 27-30 March 2011) (tradeshow on food)
- 5) International Conference on the Status and Future of the World's Large Rivers (11-14<sup>th</sup> April, Vienna, Austria 2011)
- 6) VIV Europe Utrecht - International Exhibition for Animal Husbandry and Animal Processing (15 Apr, 2011)
- 7) 9<sup>th</sup> Asian Fisheries and Aquaculture Forum (21-25 April, Shanghai, China)
- 8) Seafood Show in Brussels (from 3<sup>rd</sup> May)
- 9) Other? (producer association meetings, research conferences)

## Appendix

### FTAD - Master Contact List

The following list presents an overview of key organizations, associations, institutions, companies and individuals who have been reached out to during the FTAD.

Organization	Contact person	Country	Contacted via: Email (E) Phone (P) Meeting (M)
<b>NGO's and certification bodies</b>			
Sportsfiskerne	Jens K. Thygesen	Denmark	E+P
Sportsfiskerne	Ole Wisler	Denmark	E
European Anglers Alliance	Jan Kappel	Europe	E+P
Danmarks Naturfrednings forening	Henning Mørk	Denmark	E+P+M
Dansk Ornitologisk Forening	Knud Flensted	Denmark	E
Friluftsrådet		Denmark	E
Greenpeace	Hanne Lyng	Denmark	E
WWf Norway	Karoline Anduar	Norway	E+P
Forbrugerrådet (consumer association)		Denmark	
ASC	Carson Rober	USA	E+P+M
WWF UK	Piers Hart	UK	E+P+M
WWF US	Dinos Papoulias	USA	E
WWf Norway	Nina Jensen	Norway	E
WWF Italy	Marco Constantini	Italy	E+P
WWF Italy		Italy	E
WWF Italy	Andre Agapito	Italy	E+P
WWF Germany	Cathetine Zucco	Germany	E+P
WWF Germany	Heike Vesper	Germany	E+P
WWF Turkey	Ayca Aksoy	Turkey	E+P
WWF China	Songlin Wang	China	E
MCS (Seas at Risk)	Dawn Purchase	UK	E+P
Pew	Rachel Hopkins	USA	E
Pew	Andrea Kavanagh	USA	E
Pew	Gerry Leape	USA	E

Conservation International Irano-Anatolian Hotspot		Iran	E
CENESTA- Center for Sustainable Development and Environment		Iran	E
Doga Dernegi (DD) Bird NGO	Ferdi Akarsu	Turkey	E+M
Doga Dernegi (DD) Bird NGO		Turkey	E+M
Alliance for zero extinction in Turkey		Turkey	E
CENESTA- Center for Sustainable Development and Environment		Turkey	E
UNDP- Turkey		Turkey	E
North Sea Foundation		Netherlands	E+P+M
WWF Spain	Raul Garcia	Spain	E+P
Ramsar			E
Seafood Choice Alliance	Melanie Siggs	USA	E+M
Seafood Choice Alliance	Emily Howgate	UK	E+M+P
Salmon trout UK	Janina Grey	UK	E
Suzuki Foundation		Canada	E
Changing Seas	Steven Damato	USA	E
David Suzuki Foundation		Canada	E
Living Oceans			E
Ocean Conservancy	George H. Leonard	USA	E
Fair-fish Verein fair-fish	Heinzpeter Studer		E
<b>Authorities/Governmental institutions</b>			
Ministry of Food in France	Benoit Bourbon	France	E
Danish Environmental Protection Agency	Søren Keller	Denmark	E
Miljøstyrelsen (Danish Environmental Protection Agency)	Thomas Bjerre Larsen	Denmark	E+P+M

By og landskabsstyrelsen		Denmark	E+P+M
Skov og Naturstyrelsen	Birgit Honore	Denmark	
Fødevareministeriet (Ministry for Food)	Mogens Schou	Denmark	E+P+M
Fødevareministeriet	Mette Selchau	Denmark	E+M
Kommunernes Landsforening	Peter Jørgensen	Denmark	E
Miljøansvarlige i kommunerne (e.g. Varde)	Henrik Hestbech	Denmark	E+P
European Commission - DG Mare	Ernesto Penas Lado		E
Fødevareerhverv (Directorate for food production)	Kenn Schau	Denmark	E
Fødevareerhverv	Janet Nørregaard	Denmark	E
Teknologisk Institut	Susanne Thomsen		E+P+M
Vattudalens fisk AB	Erik Olofson	Sweden	E+P+M
Ministry of the environment and rural and marine affairs	Carmen Munoz	Spain	E+M
Section Chief Agricultural Insurance	Jesus Llorente Martínez	Spain	E
Ontario's Ministry of the Environment	Laura Blease	Canada	E
Canadian Government	James Smith	Canada	
Fisheries and Oceans Canada	Jane Barnett	Canada	E
Cataluña Fisheries Governance	Pilar Todo	Spain	E
Ministry of the environment and rural and marine affairs	Aurora Carbonero	Spain	E
Ottawa Government	James Smith	Canada	E
Ministry of Natural Resources	Lisa Miller Dodd	Canada	E+P
Food promotion agency	Jerzy Sobocinski	Poland	E
<b>Academia/scientists</b>			
Business Development Specialist- Aquaculture Manitoba Agriculture, Food and Rural Initiatives	Jeff Eastmann	Canada	E+P+M
U Idaho Aquaculture Extension	Gary Fornshell	USA	
NC State University Coop Extension	Jeff Hinshaw	USA	
Rangen Aquaculture Research Center	David Brock	USA	



DTU Aqua National Institute for Aquatic Resources	Per B. Pedersen	Denmark	E+P
DTU Aqua National Institute for Aquatic Resources	Alfred Jokumsen	Denmark	E+P+M
DTU Aqua National Institute for Aquatic Resources (genetics)	Mikael Møller Hansen	Denmark	E
DTU Aqua	Lars-Flemming Pedersen	Denmark	E
Danmarks Miljøundersøgelser (Danish Environmental Research)	Lars M. Svendsen	Denmark	E+M
Danmarks Miljøundersøgelser (Danish Environmental Research)	Jens Skriver		E+P
Institute of Food and Resource Economics, University of Copenhagen	Max Nielsen	Denmark	E
INRA - institut scientifique de recherche agronomique	Joel Aubin	France	E
Institute of Fishery Ecology	Prof. Dr. Volker Hilge	Germany	E
Marine Institute	Dr. John Joyce	Ireland	E
University of Insubria	Prof. Marco Saroglia	Italy	E+P+M
Wageningen University and Research Centre	Prof. Johan Verreth	Netherlands	E
Universidad Politecnica de Madrid	Prof. Dr. Fernando Torrent Bravo	Spain	E
Scottish Aquaculture Research Forum	Mark James	Scotland	E+P
Stirling University	Trevor Telfer	Scotland	E
Mansfield University	Richard Soderberg	USA	E+P+M
Freshwater Institute	Steve Sommerfeldt	USA	E+P+M
Research	Salie Khalid	Souht Africa	E+P+M
High school teacher and Aquaculture	Danjal Højgaard	Faroe Islands	E+M
Ifremer	Jean Paul	France	E
Monterey Marine Bay Aquarium	Syrah McGivern	USA	E
Monterey Marine Bay Aquarium	Pete Bridson	USA	E
Monterey Marine Bay Aquarium	Syrah Merkow	USA	E
Russian Federal Center of Fish Genetics	Andrey Bogeruk	Russia	E+P+M
Head of the Section on Information and International Contacts	Irina Lukanova	Russia	E

Aquaculture Consortium of Faculties of the University of Ghent	Victoria Alday-Sanz	Belgium	E
	Tristan GUENEUC	France	E
Immunologi-forskning	Grieg Wiens		E
	JAVIER REMIRO PERLADO	Spain	E
Hagerman Fish Culture Experiment Station	Ron Hardy	USA	E
Observatorio Espanol De Acuicultura		Spain	E
<b>Retailers, fish buyers, sales persons</b>			
Royal Ahold	Mr. Aldin Hilbrands	Netherlands	E
Deutche See	Andreas Lippmann	Germany	E+M
Dansk Supermarked	Jeppe Dahl Jeppesen	Denmark	E
Dansk Supermarked	Mette Munkgaard Haurum	Denmark	E
Dansk Supermarked		Denmark	
COOP Denmark	Mogens Werge	Denmark	E+P+M
Marks and Spencers	Richard Luney	UK	E+P
Anova		Netherlands	E+M
Viviers de France Aker Seafood	Jean Phillippe Tachon	France	
Carrefour	Carmen Crossa	Spain	E+M
Carrefour	Mathilde Ramirez Garcia	Spain	E
Carrefour	Stephanie Mathey	France	E+M
PRG	Oli Hansen	Faroe Islands	E
EDEKA ZENTRALE AG & Co. KG		Germany	E
Birdseye	Peter Hajipieris	UK	E
Waitrose	Questin Clark	UK	E
Marz Seafood (Ørred fra DK)	Asluag Kristiandottir		E
Forellenhof Wilke	Carsten Wilke	Germany	E
Loblaw		USA	E+M
<b>Producers</b>			
Dansk Akvakultur (TODA)	Brian Thomsen	Denmark	E+P+M
Dansk Akvakultur (TODA)	Lisbeth Jess Plesner	Denmark	E+P+M
Dansk Akvakultur (TODA)	Karl Iver Hansen	Denmark	E+P+M

Aquapri	Morten Priess	Denmark	E+P+M
Aquapri	Lars Bjørn	Denmark	E+P+M
Musholm Lax	Niels Dalgaard	Denmark	E
A/S Vallerbaek Dambrug		Denmark	E
Tingkærvad Dambrug	Jens Grøns	Denmark	E+P+M
Troutlodge European Representative	Gary Charsley	UK	E+M
Troutlodge Inc. USA	Kyle Martin	USA	E+M
Troutlodge	Andrew Barfoot		E
Agustson	Esben Andersen	Denmark	E+M
Ålands Fiskförädling Ab (verkställande direktör)	Olof Karlsson	Åland (Finland)	E
Molapong Aquaculture South Africa	Krijn Resoort	South Africa	E+M
EAS - European Aquaculture Society	Alistair Lane	europa	E
Austrian Ørred trader	Löffler Jasmin	Austria	E
FEAP - The Federation of European Aquaculture Producers	Courtney Hough	Europe	E+P+M
FEAP	Fransesca	Europe	E+P+M
FEAP	Kjell	Europe/Norway	E+P+M
Asnæs Fiskeopdræt	Jacob Bregnballe	Denmark	E
British Trout Association	Nicholas Read	UK	E+P+M
British Trout Association	David Basset	UK	E+P+M
AQUAMAR - aquacultura marítima S.A (Portugese producer Association)	José Calheiros	Portugal	E+M
GIPPA (Groupe d'Intérêt pour les Poissons, la Pêche et l'Aquaculture)	Serge Gomes da Silva	Belgium	E+P+M
Grupotresmares	Luz Arregui Maraver	Spain	E+P+M
Grupotresmares	ATRUGAL- Susana Portela'	Spain	E+P+M
Atrugal	Marcos Vilar	Spain	E+P+M
Piscifactoría Sierra Nevada Riofrío	Ignacio Alba	Spain	E+M
Dawnfresh Farming Ltd		UK	E+P+M
ORGANIZACION DE PRODUCTORES DE ACUICULTURA CONTINENTAL	Carlos San Miguel	Spain	E+P+M
Baro Group (spansk ørred)	Miguel Osorio	Spain	E+M

Isidri De La Cal	Antonio Vilar	Spain	
Piscifactoría Sierra Nevada Riofrío			
Gropu Pizolla	María Angel Palacios	Spain	
Gropu Pizolla	Rufino Del Omo	Spain	E+P+M
Kærheden	Christian Jørgensen	Denmark	
Polish Trout Breeders Association	Ania Pyć	Poland	E+P+M
Polish Trout Breeders Association	Dariusz Gorbaczow	Poland	
Polish Aller Aqua	Jacek Juchniewicz	Poland	E+P+M
Verband der Deutschen Binnenfischerei	Ronald Menzel	Germany	E
Verband der Deutschen Binnenfischerei	Stephan Hofer	Germany	E+P
Irish Salmon Growers Association	Richie Flynn	Ireland	
Associazione Piscicoltori Italiani	Andrea Fabris	Italy	E+P+M
Associazione Piscicoltori Italiani	Pier Antonio Salvador	Italy	E+P+M
Salmontrutta New Gabriel Europa Transports Rossi	Erede Rossi Silvio	Italy/Belgium	E
FEAP (Italiener)	Fransesca Raropiota	Italy (FEAP)	E+P+M
SUFED Federation of Aquaculture and Fisheries Turkey	Beyhan Tosun	Turkey	
Limn Enegre Balıkçılık Sanayii ve Ticaret Ltd. STI. (Turkish producer)	F. Kemal Babila	Turkey	E+P
Canadisk producent	Dan		E
Fransk Producent	Jean Ives	France	E
CIPA	Gail	France	E+P+M
Federation of French Aquaculture (CIPA)	Yvette White	France	E+P+M
President CIPA	Pascal Legall	France	
Kilic	Taner Ciger	Turkey	
Eurasiaffaires	Levent Akdogan	Turkey	E+P+M
French trout farmer	Anault Chaperon	France	E+M
French federation Aquaculture	Patrice aster (president)	France	E
CIPA	Tristan	France	E
CIPA	Jean-Yves Colleter	France	E+P+M
P/F Luna (Trout producers)	Durita Nielsen	Faroe Islands	E+M
ADLER	Victoria Yankovskaya	Russia	E+P+M

Faroe Seafood	Birgir Kass	Faroe Islands	E
Primary Industries and Resources South Australia	Jade Davison	Australia	E
	Celine Porterie		E
	B Gourdon	Belgien	E
	Holger Albers	Germany	E
Sunburst Trout	Sally Eason	USA	E
US Trout Farmers Association	Jerry Zinn	USA	E
US Trout Farmers Association	John Bechtel	USA	E
Clear Springs Foods, Inc.	John (Randy) MacMillan	USA	E+P+M
Galaxidi	Spiros Giannoulatos	Greece	E
<b>Consultants</b>			
Dansk Akvakultur (TODA) / Aquacircle	Jesper Heldbo	Denmark	E+P+M
DHI Group	Flemming Møhlenberg	Denmark	E
Eppa (Belgisk rådgiver til seafood virksomheder)	Anna Holl	Belgium	E
Micanti (Tyrkisk rådgiver/myndighed)	Zeynep Solak Tansug	Turkey	E
OESA	Francisco Perlado	Spain	E
Blueyou	Thomas Anner	Switzerland	E+P+M
Blueyou	Rene Benguerel	Switzerland	E+P+M
Blueyou	Matthias Krebs	Switzerland	
Sintef	Jostein Storoy	Norway	E+P+M
Innovamar	Clive Dove Baez	Spain	E
Russian Federal Center of Fish Genetics		Russia	E
Kuulakai Consulting	Teresa Ish	USA	E
Fish Reproduction and Culture IRTA	Niel Duncan	Spain	E+M
German Agricultural Society Project manager aquaculture	Birgit Schmidt-Puckhaber	Germany	E
Aquaculture Expert	Patrice Pichardie	France	E
<b>Technical suppliers</b>			
INTER AQUA Advance A/S	Paul Sindilariu		E+P+M
European Aquaculture Technology Platform	Torgeir Edvardsen		E
Wing Consult	Claes Mathiesen		E+P+M
Akvagroup		Denmark	E
Bopil Aqua		Denmark	E
Dryden Aqua Ltd (Filter produktion)			E
Veronesi	Cristian Coppa	Italy	E+P+M
<b>Processors</b>			
Danforel	Erik Hansen	Denmark	E+P+M

Friedrichs	Hendrik Hahn		E
Frieddrichs	Eckhard Kammler		E
Agustson	Lars Winther Hansen	Denmark	E
<b>Hatcheries</b>			
AquaSearch ova	Torben Nielsen	Denmark	E
<b>Feed producers</b>			
Biomar	Niels Alsted	Denmark	E+P+M
Biomar	Jørn Kristiansen	Denmark	E
Biomar	Peter Jessen	Denmark	E+P+M
Aller Aqua	Viggo Hørlyck	Denmark	E+P+M
Aller Aqua	Svend Christensen	Denmark	E+P+M
Aller Aqua	Stefano de Dominis	Italy	E
Aller Aqua	Jørgen Kiærskou	Denmark	E
Skretting	Trygve Berg Lea	Norway	E+P+M
Skretting Trout manager	Alberto Caneo	Italy	E
Skretting	Umberto Luzzana	Italy	E+P+M
Portuguese feed producer	Laura Barbeira	Portugal	E+M
Isfahan Mokammel Co.		Iran	E
Sovapec (marrokansk feed producer som sælger til Brasiliansk trout)	Mohamed Maou El Ainine Abbouh	Marroco	E+P+M
Natur Alleva	Lodovico Guariso	Italy	E
Veronesi	Massimo Zanin	Italy	E
<b>Certification bodies and certification standards</b>			
Bureau Veritas (Denmark)	Michael Larsen	Denmark	E+P+M
Dansk Standard	Berit Behbahani	Denmark	E
KRAV			
Det Norske Veritas AS	Lars Windmar	Norge	E+P+M
ASC	Carson Roper	Europe/US	
<b>Financial sector / investors</b>			
BLAT Insurance and Reinsurance Broking Company	Ferran Bonet	Spain	E
BLAT Insurance and Reinsurance Broking Company	Iker Guimarães	Spain	E
<b>Intergovernmental agencies</b>			
European Union			
<b>Media</b>			
Ipac Acuicultura	Mar Romero	Spain	E
Veronafiore	Sara Carmignola	Italy	E
<b>Other interested people</b>			

IDH (Dutch sustainable Trade Initiative)	Esther Luiten	Netherlands	E+P+M
Danish Fishermens Association	Jonathan	Denmark	E+P+M