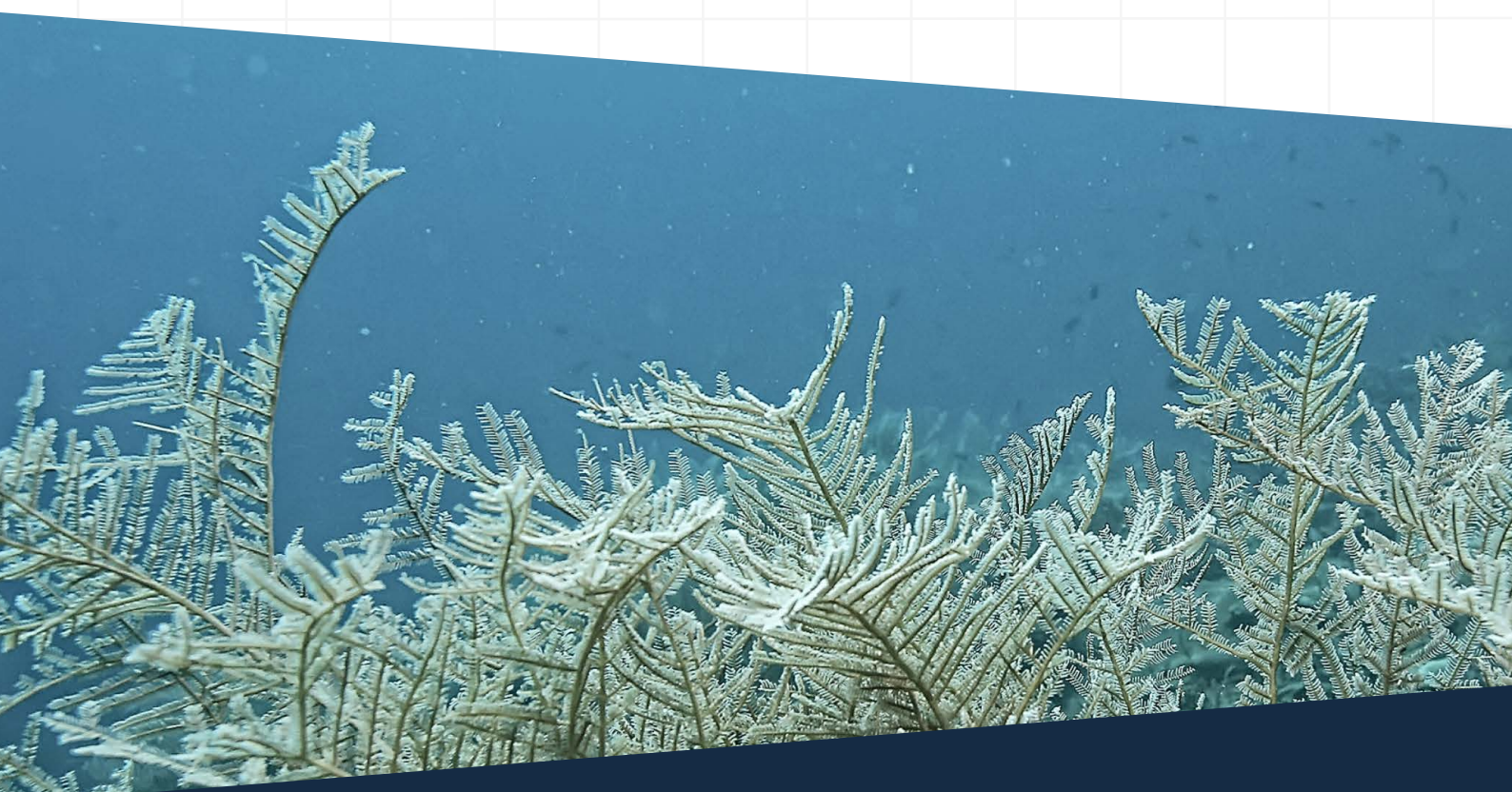


Facilitator Instruction Pack

Marine Planning Trade-off Analysis (MaPTA)

A participatory tool for assessing the acceptability of trade-offs in marine management

Version 1 (for piloting)



About GCRF Blue Communities

The MaPTA tool results from research undertaken as part of GCRF Blue Communities, a four-year research capacity-building programme for marine planning in Southeast Asia, funded by the United Kingdom (UK) Government's Global Challenges Research Fund (GCRF). The programme consisted of 12 interconnected research projects that supported marine planning through UK–Southeast Asia academic-stakeholder collaborations in four United Nations Educational, Scientific and Cultural Organization (UNESCO) Man and Biosphere Reserves (MAB) and one marine park: Taka Bonerate-Kepulauan Selayar Biosphere Reserve in Indonesia; Palawan Biosphere Reserve in the Philippines; Cu Lao Cham – Hoi An Biosphere Reserve in Vietnam; North Devon Biosphere Reserve in the United Kingdom; and Tun Mustapha Marine Park in Sabah, Borneo Malaysia.

Blue Communities was a collaboration between the following UK and Southeast Asia universities: University of Exeter, University of Plymouth, Plymouth Marine Laboratory, Hanoi National University of Education, The Centre for Sustainable Energy and Resources Management Universitas Nasional (CSERM-UNAS), University of Malaya's Sustainability Science Research Cluster, and the College of Fisheries and Aquatic Sciences, Western Philippines University.

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1. About MaPTA

While many programmes and policies often promise to benefit both people and planet, such win-wins can be elusive in reality. Interventions (e.g. policies, management actions, and new technologies) typically result in gains for some people, sectors, or ecosystems, but losses for others. The distribution of gains and losses are known as “trade-offs”.

What is MaPTA?

Marine Planning Trade-off Analysis (MaPTA) is a low-tech, participatory tool designed to lead stakeholders through a step-by-step journey to identify the trade-offs arising from management interventions. It will help them to assess and decide the extent to which trade-offs are acceptable, or unacceptable, to different stakeholders. It will also encourage users to identify response options for mitigating, compensating for, or avoiding potentially harmful and unacceptable outcomes.

Why is this important?

Well-meaning interventions can have unintentional, negative impacts on vulnerable people or ecosystems, or create tensions from groups who feel that they are losing out. This may result in the intervention causing conflict amongst, or losing the support of, key stakeholders, and therefore affecting the sustainability of the intervention.

The tool supports users in making **decisions** based on **open dialogue** and **negotiation about potential trade-offs**. The tool fosters greater understanding of the negative, harmful, or unintended impacts arising from interventions, which can alienate partners and reduce levels of stakeholder support if left unaddressed. Assessing the acceptability of trade-offs can help to reveal the reasons why different groups may support or oppose the intervention. This in turn can help to improve the legitimacy of an intervention and prevent ecosystem features and stakeholders from becoming harmed and/or disenfranchised.

Ultimately, the vision of the MaPTA trade-off tool is to ensure that management interventions have more sustainable and equitable outcomes for the stakeholders and natural environment affected by them.

What are the aims of the MaPTA tool?

The aims of the MaPTA tool are three-fold:

- 1. To identify potential trade-offs from planned interventions, affecting people and nature.**
- 2. To evaluate the extent to which trade-offs are acceptable, or unacceptable, to different stakeholders.**
- 3. To identify response options for mitigating, compensating for, or avoiding potentially harmful and unacceptable outcomes.**

Who can use the tool?

The tool can be used by a range of people working in different fields. Target users and potential applications of the tool are outlined in Table 1 below.

Table 1: Target users and potential applications of the MaPTA tool

User:	Tool applications:
Marine programme management teams in governmental, non-governmental, and community-based organisations	<p>Internal assessments of planned or existing marine interventions.</p> <p>As part of stakeholder consultations and participatory design of projects. The tool allows the people affected by a planned intervention to participate in identifying trade-offs and possible response options to improve the acceptability of the intervention.</p> <p>To understand the trade-offs of project theories of change/results chain.</p>
Monitoring and Evaluation teams	<p>Identify risks from proposed interventions, which may affect the sustainability and success of the intervention.</p> <p>Evaluation of trade-offs of existing interventions to capture learning to inform future project design.</p>
Researchers	<p>Study of marine or environmental governance, trade-off decision-making, and equity and justice.</p>

What the tool isn't (limitations):

The tool relies on the perceptions, knowledge, and expertise of participants rather than scientific data. It cannot therefore identify with certainty the best course of action, but serves to facilitate discussion about potential trade-offs to prioritise further investigation, consultations, and strategy development.

Because the outcomes rely on the knowledge of who is present, the tool will not necessarily identify all hidden trade-offs or accurately assess what is deemed acceptable to every stakeholder. The results should ideally be interrogated iteratively, involving additional stakeholders that may have not participated previously.

Offline and online versions of MaPTA

MaPTA can be used both in an online and an offline setting. A summary of these approaches is provided below:

Online – MaPTA Conceptboard

The online version of the MaPTA tool enables teams working remotely to undertake a trade-off analysis of a defined intervention collaboratively.

When to use the online version:

- **Participants are working remotely or can meet in person**
- **Participants have computer literacy, basic IT infrastructure, and a good internet connection**
- **Participants are mainly technical staff and programme managers, or high-level stakeholders, as opposed to local stakeholders**

Instructions for using the online MaPTA tool are included in the Conceptboard online, and Annex 2 provides an accompanying online facilitator agenda.

Offline – MaPTA Workshop

The offline MaPTA materials (downloadable and provided in Annexes 4-6) provide for the running of a workshop with participants meeting in person.

When to use the offline version:

- **Participants are able to meet in person**
- **Participants are more comfortable using workshop materials, such as pens, sticky notes, and flipchart paper than an online platform**
- **Participants are local stakeholders as opposed to the programme team**

Annex 3 provides an accompanying offline facilitator agenda.

2. Using MaPTA

2.1 Overview of the MaPTA process

MaPTA, in both the online and offline versions, follows 10 steps:

Step 1: Define your intervention

Firstly, users must define the intervention they will explore by considering its location, objectives, history, status, and key steps or activities.

Step 2: Identify impacted ecosystem features

Secondly, users are asked to identify the ecosystem features (e.g. habitats, species, ecological processes, and stocks) that will be affected by the intervention.

Step 3: Identify impacted stakeholders

Users must then identify the people that will be affected by the intervention.

Step 4: Prioritise ecosystem features and stakeholders

In this step, users are asked to vote for the five most important ecosystem features and the five most important stakeholders to take forward to the next step.

Step 5: Current status

Next, users assess the current status (or condition) of each chosen ecosystem feature and stakeholder.

Step 6: Degree of impact

In this step, users should identify the level of impact that the intervention will have upon each individual ecosystem feature and stakeholder, including the potential for positive or negative, and long- or short-term impacts.

Step 7: Future status

Imagining the changes agreed in Step 6 have taken place, users are asked to predict the status (or condition) of each ecosystem feature and stakeholder now that these changes have occurred, whilst also considering other factors which may influence the future status, such as climate change.

Step 8: Discuss trade-offs and their outcomes

Users are then asked to consider which ecosystem features or stakeholders are likely to win and lose as a result of the intervention, and identify important trade-offs arising from these outcomes (including in the short- and long-term).

Step 9: Acceptability

In this step, users must determine the extent to which these trade-offs are acceptable or unacceptable, and why.

Step 10: Response options

In this final step, users must consider if and how these trade-offs can be managed and best reconciled to mitigate, compensate for, or avoid potentially harmful and unacceptable outcomes.

2.2 Accessing the online and offline versions of MaPTA

Online MaPTA tool

To access a copy of the online MaPTA Conceptboard, please contact either:

Dr Matt Fortnam - m.fortnam@exeter.ac.uk

Dr Tomas Chaigneau - T.W.B.Chaigneau@exeter.ac.uk

Louisa Evans - louisa.evans@exeter.ac.uk

A unique link and a password will be provided to permit access to the online MaPTA Conceptboard.

In addition to gaining access to the MaPTA Conceptboard, a teleconference call (e.g. Zoom, Microsoft Teams, Google Meet) should be scheduled.

Share securely the link and password to the MaPTA Conceptboard and the invite to the teleconference call with the workshop participants in advance.

Each participant will be required to log in to the MaPTA Conceptboard using the link and password provided, and join the teleconference call to discuss each step of the process.

The instructions for undertaking the MaPTA trade-off analysis are all included in the online Conceptboard. A summary of the navigation and editing functionality is provided in Annex 1 (this is also provided in the online tool itself), and a supplementary facilitator agenda is provided in Annex 2.

Offline MaPTA tool

Annex 3 provides a detailed facilitator agenda for undertaking the MaPTA trade-off analysis in an offline setting, including guidance on facilitator roles and responsibilities, materials to gather for the workshop, room arrangements, and timings for each step of the process.

2.3 Preparations

Selecting an intervention

An essential first step in the MaPTA process is the identification of a planned intervention. MaPTA is still being piloted for different types of intervention at different stages in the project planning cycle. However, pilots so far suggest that it can be of greatest value when an intervention has already been designed or planned (or already implemented). Precise plans can be more meaningfully analysed for trade-offs than those that are still undefined. However, there still need to be opportunities to alter the design of an intervention or withdraw its implementation. Table 2, on the following page, provides examples of possible interventions that the tool could be applied to, but this list is not exhaustive.

Table 2: Examples of marine planning interventions where the tool could be applied

Marine planning intervention type:	Tool applications:
Spatial plans	Ocean zoning, marine protected areas
Laws and regulations	Bans on certain activities, or proposing or revising a law or regulation
Development plans	Tourism, aquaculture, construction of infrastructure or other types of development
Behaviour change	Encouraging a change in the practices of recreational users or fishers
Livelihoods	Promotion of adoption of offshore fishing instead of reef fishing

Assembling the facilitation team

MaPTA is a participatory tool. It is therefore best to assemble a facilitation team that combines (i) research expertise and ‘outsider perspectives’ (i.e. those not directly involved in the intervention) with (ii) ‘insider’ practical knowledge of the intervention and the context of its implementation. While having both is good practice in participatory research, the process can easily be facilitated alone by either an ‘outsider’ or an ‘insider’ facilitator if necessary. The template facilitator agendas (Annexes 2 and 3) suggest including both, but roles should be adapted according to the facilitation team assembled and the skills and experience of team members.

The identification of a Workshop Owner/Chair (Champion) is also advised. Identifying someone who is interested in and willing to champion the outputs of the MaPTA process will increase the likelihood that the learnings/findings are adopted. Ideally, they should be a senior manager at a key, relevant organisation, or a group of several senior figures from more than one organisation, who have the power to bring about changes in response to learnings from the MaPTA process. Further details pertaining to the roles and responsibilities of each member of the facilitation team are provided in Table 3 on the following page.

Table 3: Facilitation team roles and responsibilities

Who	Skills, experience and characteristics	Suggested role in team
<p>Outsider facilitator (e.g. academic researchers, independent consultants, technical advisors)</p>	<ul style="list-style-type: none"> • Knowledge of marine issues, coastal marine management, and social inequalities (e.g. poverty, marginalisation) • Experience of facilitating participatory processes to sensitively ensure participation of all stakeholders in group settings, creating a trusting and open atmosphere amongst participants, and ensuring the process runs smoothly • Culturally-sensitive with an awareness of gender and diversity to ensure that all stakeholders fully participate • Conflict management skills to help participants accept diverse perspectives and opinions, and to find conclusions and/or consensus • Experience of using the MaPTA tool an advantage 	<ul style="list-style-type: none"> • Guiding preparations • Responsible for delivering the process that will produce the agreed objectives • Clearly introducing and explaining the process, giving instructions for each step • Taking notes about issues observed and data limitations, and documenting discussions when not facilitating • Time keeping
<p>Insider facilitator (e.g. NGO or government agency staff member leading the planned intervention)</p>	<ul style="list-style-type: none"> • Knowledgeable of the planned intervention • Interested in building skills in trade-off analysis • Equipped with the time and capacity to help prepare the workshop, co-facilitate, and contribute to writing final report • Facilitation skills are an advantage 	<ul style="list-style-type: none"> • Facilitate discussions amongst participants for each step • Enter the final decisions agreed for each step based on discussions with participants • Organise recording of feedback from participants
<p>Workshop chair and owner (champion)</p>	<ul style="list-style-type: none"> • Senior manager at a key, relevant organisation or key stakeholder • Has the power to act on the findings • Interest in improving the equity and sustainability of the intervention 	<ul style="list-style-type: none"> • Approves the purpose and scope of the MaPTA analysis • Evaluates the final document that presents the findings of the research • Disseminates and acts upon the document and its findings • Chooses and invites participants • Will use the results to inform future work • The person with the final say about what can or can't happen

Participant selection and recruitment

Who to invite to a (offline or online) MaPTA workshop will depend on the intended purpose and aims. Guidance on participant selection is detailed in Table 4. The number of participants to invite will be determined by the purpose and (in the case of purpose 2 in Table 4 below) the range of stakeholders needing to be represented.

Table 4: Rationale for participant selection

Purpose:	Who to invite:
1. To consider trade-offs arising from a planned or existing intervention as a project team, to inform project design, consultations, and research with stakeholders.	The team or group of individuals involved in designing and/or implementing the intervention, with a contextual understanding of its implementation. The team invited should have a variety of expertise, covering both human and ecological aspects.
2. To learn about the perspectives of stakeholders in relation to the trade-offs they perceive resulting from the intervention.	Representatives of key stakeholder groups. The aim is to obtain a range of perspectives on how the interventions might affect people and ecosystems. Inviting at least one conservationist and/or environmental scientist with knowledge of the local ecosystems is highly recommended.

Stakeholders can be selected by drawing on various information sources, such as:

- **Knowledge of local teams and key partners**
- **Existing stakeholder analyses**
- **First conducting the MaPTA process internally (as part of training), in which stakeholders suspected to be impacted by the intervention will be identified in Step 3.**

Recruitment can be undertaken according to the appropriate customs and preferred means of communication between participants (e.g. via invitation email, letter, or personal invitation to the purposefully selected participants).

Create a safe space

When undertaking participatory research, participants must be willing to discuss their personal views, opinions, and experiences. This openness is rarely displayed in formal settings with colleagues or collaborators because there is a fear of being confronted for contradicting others. A safe space is therefore needed for participants to speak freely without what they say being used against them.

To create a 'safe space', it will be necessary to consider power dynamics and pre-existing conflicts or tensions within the group of participants you have identified, which might hinder some individuals from fully participating. By being aware of these dynamics, workshops can be designed to ensure all participants can have a voice. When designing the research, the following considerations may help you to create a safe space:

- **Running separate workshops with different stakeholder groups. The online version of the MaPTA tool can address this to a degree by enabling participants to contribute without being physically present.**
- **Sub-dividing participants at workshops into similar stakeholder groups and, later, coming together to reflect on trade-offs with the entire group.**
- **Choosing a workshop location where participants feel comfortable.**

Ethical considerations

Ethics are important in social research to protect the rights of participants and others who may be affected, to ensure data are collected with integrity, and to provide critical reflection on the views and values of the researcher. Research ethics are especially important when implementing participatory methods like MaPTA because of the close interactions between researchers and stakeholders. Ultimately, the research should not result in harm to participants and should ensure their privacy.

You need to be clear about:

- **Rules for dealing with participants**
- **How data is collected, stored and used**
- **The availability of data and timeframe of the professional researcher**

By building trust, participatory research can reach deeper, often taboo topics. This carries the risk of causing serious harm to participants if their views are shared beyond the safe space without being anonymised. Even the dissemination of findings on taboo topics may have negative consequences for some participants. Once disseminated, it is not always possible to control how findings are interpreted or communicated (e.g. in the media). There are also ethical implications of the research resulting in actions that may benefit some while disadvantaging others.

We therefore recommend following best ethical practices, including:

- **Apply for ethical approval of your research from appropriate ethics review committees, if available**
- **Outline the purpose and research methods in invitation emails, letters to participants, and/or participant information sheets**
- **Treat data as anonymous and confidential. Keep data and participants' personal information (e.g. contact details) safe and secure**
- **Gain consent from participants to join the research and make them aware that participation is entirely voluntary and that they can end their participation in the research at any stage**
- **Ensure there are no implications on the physical or mental health of participants ('do no harm').**

Preparing resources

MaPTA can be used in environments where there is little to no data available, with outputs being based on the perceptions of the participants at the workshop. However, when data and information are available, these should be made accessible to participants to help inform the decisions taken at each step of the process. Having available data and information to hand can improve the robustness of the trade-off analysis. For example, consider gathering information about the intervention, including maps, plans, results of past consultations, ecological data, socio-economic and wellbeing data, and existing stakeholder analyses.

If using the online version of the tool, links to resources (e.g. Dropbox or web links) can be added to the Resources section of the Conceptboard prior to the workshop (instructions below), so that they can be accessed easily.

If using the offline version, facilitators can bring printed hard copies of the resources or have them available for participants to review on laptop computers.

Additional preparations for offline MaPTA

In addition to the above preparations for both online and offline versions of MaPTA, the offline version requires some additional preparation. As the facilitator, you will need to gather physical materials for the participants. The facilitator agenda (Annex 3) lists the materials that should be prepared (e.g. pens, flipchart paper, projectors etc.) and offers helpful suggestions for arranging the room.

Annex 4 provides templates for each of the 'boards' that participants should complete, and these templates can also be downloaded. These templates can either be printed, preferably in A3 or larger, or can be replicated by hand on flipchart paper.

You may wish to prepare and present slides at the workshop to introduce trade-off thinking, the tool and its purpose, and then to visually show instructions for each step of the MaPTA tool as you guide participants through it.

2.4 Duration

The duration of the online and offline workshops will vary according to the number of participants, familiarity with MaPTA, and the complexity of the intervention and its trade-offs. However, two half day sessions should leave adequate time to complete all the steps.

If you have limited time available, it may be possible to short-cut the sessions by pre-emptively completing some of the steps in advance of the workshop, provided the relevant information already exists. For example:

- The 'insider' member of the facilitation team can complete Step 1 (define the intervention) before the workshop, using their knowledge and any project documentation, before presenting this to participants at the workshop for validation.
- If a stakeholder analysis has already been undertaken, impacted stakeholders can be added to the Impact Table (Step 3) before the workshop. The prompt questions (listed under Step 3) can then be asked during the workshop to confirm that the full range of impacted stakeholders have been identified.
- Similarly, if ecosystems in the intervention areas have already been mapped, ecosystem features (Step 2) can be added to the Impact Table and then validated by asking the prompt questions to workshop participants.

3. Analysing and writing up MaPTA data

3.1 Outputs from the workshop

The MaPTA workshop (both online and offline) will result in the following outputs:

- **A well-defined intervention**
- **A completed Impact Table (extensive list of impacted ecosystem features and stakeholder groups)**
- **A completed Synergy and Trade-off Dashboard (visual representation of synergies, trade-offs, and concerning outcomes arising from the intervention)**
- **Completed Acceptability Rings (trade-offs and concerning outcomes prioritised according to the degree of acceptability)**
- **A completed Response Options Table (possible actions that may be taken to mitigate, compensate for, and develop alternatives to avoid unacceptable trade-offs)**
- **Conclusions presenting key findings**
- **Notes documenting the discussions held when completing each of the above**

3.2 Writing up the findings

Access to the online MaPTA Conceptboard will be retained by the organisation leading the workshop, and can be made available to participants to continue viewing. Hard copies of the above outputs from an offline workshop can be retained for future reference. However, we recommend that the outputs should be written up in a report and disseminated to the participants. The following points provide guidance on how to structure such a report.

1. Key messages – Summarise the key findings and recommendations.

2. Introduction – Describe the background to the intervention and the rationale for conducting the MaPTA trade-off analysis.

3. Methodology – Describe the MaPTA process and how data was collected, citing this facilitator instruction pack.

4. Results –

- Describe the key synergies, trade-offs, and concerning outcomes, including the Impact Table and Synergy and Trade-off Dashboard as figures (e.g. screenshots or reproduced in document).
- Describe the acceptability of each concerning outcome according to the participants' discussions, including their justification, including the Acceptability Rings as a figure (e.g. screenshot or reproduced).
- Describe and substantiate the prioritised Response Options, referring to the Response Options Table for a comprehensive list.

5. Conclusion and recommendations – Draft conclusions based upon the key findings and recommended next steps, according to those provided by the participants in addition to the reflections of the facilitation team.

3.3 Validating the analysis

After the analysis, a presentation can be made to, and/or the draft report shared with, the workshop participants to gather their feedback and to ensure that the findings align with their understanding. This could be done through focus groups or meetings, providing opportunities for questions to be asked and comments made. You should record any additional feedback and adapt the final report accordingly.

The validation activity can also provide an opportunity to ask questions of the workshop participants to fill any information gaps, or request secondary research and data to substantiate the findings. You may also wish to facilitate additional discussion on next steps or to develop the recommendations further.

3.4 Using the analysis






The analysis could be used in four main ways, although please note that this list is not exhaustive:

- 1. Further develop or revise proposed or existing intervention plans, with the aim of making the intervention more acceptable to stakeholders, and ensuring the outcomes are more sustainable and equitable.**
- 2. Develop a plan for further research and consultations.**
- 3. Inform project risk assessments and the selection of project monitoring indicators.**
- 4. Contribute to scientific publications on trade-offs in marine governance.**




Annex 1: Online navigation and editing in Conceptboard

Navigation and editing features

MaPTA operates using a Conceptboard. Conceptboard is an online, interactive platform, which is intuitive to use. Within Conceptboard, there are a set of editing features to mark-up, add text, and move content. These features are located in the top toolbar. They include:

-  Arrow – for selecting, dragging, and dropping objects
-  Hand – for navigating around the board
-  'Scribble' pen – for scribbling down notes and drawings
-  Highlighter – for highlighting important ideas
-  Sticky note – for adding text

On the left-hand side of the Conceptboard are three further editing features.

-  The bell is for 'Alerts'. Alerts will automatically be received when a person is @mentioned, replies to a comment, or assigns a task.
-  The tick provides a list of the comments or 'Tasks' noted on the board.
-  The 'Sections' menu provides a menu for the different steps of the tool. Once the menu is open, click on a section, and the board will take the user straight there.



The Minimap (bottom left-hand side of the board) shows a smaller version of the board, including all the items on it. A blue rectangle on the map always shows the user's current position and field of view. Clicking on the '+' or '-' buttons will zoom in or out, while keeping the user's current position on the board. Alternatively, click on the magnifying glass below the minimap to zoom in and out.

For further guidance on working with Conceptboard, navigate to the [Conceptboard online help centre](#).

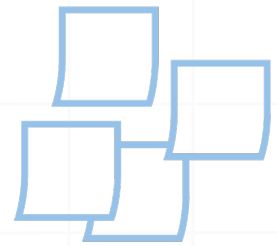
Resources

The Resources section provides a space for inserting project/intervention documents, maps, and ecological and social research/data. Before the workshop begins, please ensure that any resources of relevance to the intervention are inserted here. You should also add images or maps to the boxes provided in Step 1 to help visualise the intervention. To upload files and images, select the '+' icon located in the top left-hand corner of the board, and then select 'upload files' to insert content.

As users work through the tool, navigate back to the Resources section at any time to help guide user thinking at each step of the MaPTA process.

Sticky notes

To document thoughts and discussions throughout the MaPTA process, simply drag and drop or copy and paste the sticky notes dotted around the board.



Annex 2: Online facilitator agenda template

This annex provides a template facilitator agenda for **implementing the MapTA tool online**. The instructions for each step of the process are provided online in the Conceptboard, but this agenda will help you to plan and carry out the workshop by outlining aims, roles and responsibilities, materials, and estimated timings for each step. This template agenda should be reviewed and adapted to account for the following considerations:

- **The goals of your analysis**
- **The make-up of your team (e.g. whether you have both insider and outsider facilitators, or just one facilitator)**
- **The number of participants (e.g. to cater for the quantity of materials required)**
- **The relationships between participants (e.g. whether to have break out groups to account for power dynamics, which may require additional facilitators)**

MaPTA online facilitator agenda:

[Insert name of intervention to be assessed]

Dates and access links:

Session 1: [Insert date and time]

Call details: [Insert link and password to access teleconference call]

Session 2: [Insert date and time]

Call details: [Insert link and password to access teleconference call]

MaPTA Conceptboard log in details:

Link: [Insert link to the Conceptboard]

Password: [Insert password]

Participant list:

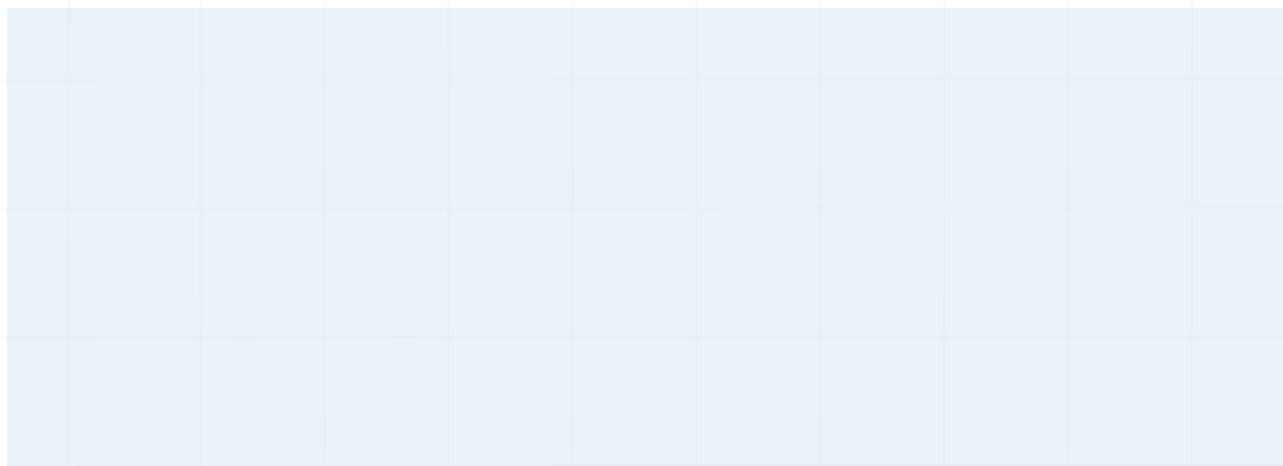
Participant name:	Organisation:	Email/telephone:

Objectives

Insert the objectives of the workshop. For example:

- To assess the synergies, trade-offs and concerning outcomes from the planned intervention
- Understand how acceptable those trade-offs and concerning outcomes are for different groups, and why
- Develop response options to mitigate, compensate for, or find alternative interventions to address unacceptable trade-offs and outcomes

Please input the relevant details into the text box, as required.



Outputs

- **Impact Table** (extensive list of impacted ecosystem features and stakeholder groups)
- **Synergy and Trade-off Dashboard** (visual representation of synergies, trade-offs and concerning outcomes arising from the intervention)
- **Acceptability Rings** (trade-offs and concerning outcomes prioritised according to the degree of acceptability)
- **Response Options Table** (possible actions that may be taken to mitigate, compensate for, and develop alternatives to avoid unacceptable trade-offs)

Roles and responsibilities

The members of the facilitation team must be identified before the workshop and the participants should know who they are. These roles and responsibilities are detailed below.

Workshop owner and Chair (a senior person with overall responsibility for the workshop and the power to alter the implementation of the intervention)

- Invites the participants and will use the results to inform the future work of the organisation(s) or programme
- The person with the final say about what can or can't happen

Process advisor (a person experienced/trained in the MaPTA process)

- Provides advice and contributions based on their experience of running previous MaPTA workshops

Lead outsider facilitator (external researcher/external advisor)

- Responsible for delivering the MaPTA process, ensuring that it achieves the objectives agreed with the workshop owner and process advisor
- Introduces the process, giving instructions for each step
- Documents the discussions and issues observed when not facilitating
- Time-keeping

Insider facilitator (a person with 'insider' knowledge of the intervention and its context)

- Facilitates discussions amongst participants for each step
- Enters the final decisions agreed for each step based on discussions with participants
- Organises recording of feedback from participants

Note-taker(s)

- Takes notes to document the workshop
- Responsible for delivering the workshop report and organising additional facilitation assistance (the group facilitators)

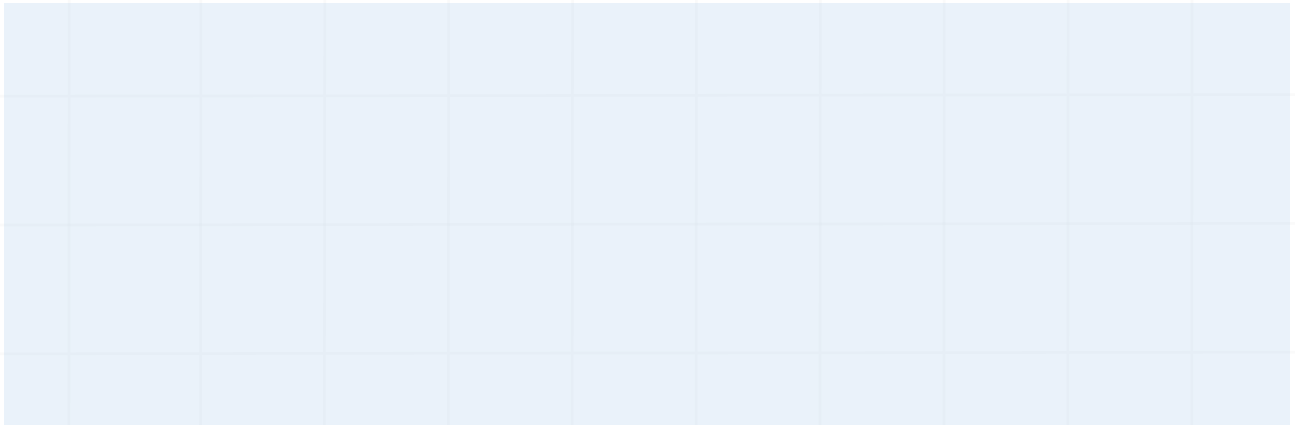
Room and equipment requirements and layout

Insert details about the room, equipment requirements, and layout.

Consider if attendees will all be remote or whether some or all will be working in the same room. If all participants are working in same room, the set up may be as follows:

- One large screen showing the MaPTA Conceptboard for the Lead outsider facilitator to direct participants to view during group discussions
- Several laptops logged into the MaPTA Conceptboard so that participants can interact by adding sticky notes, voting, and writing comments etc.
- Headphones for participants to hear the facilitator if they are remote from participants and sound quality of large screen is poor

Please input the relevant details into the text box, as required.



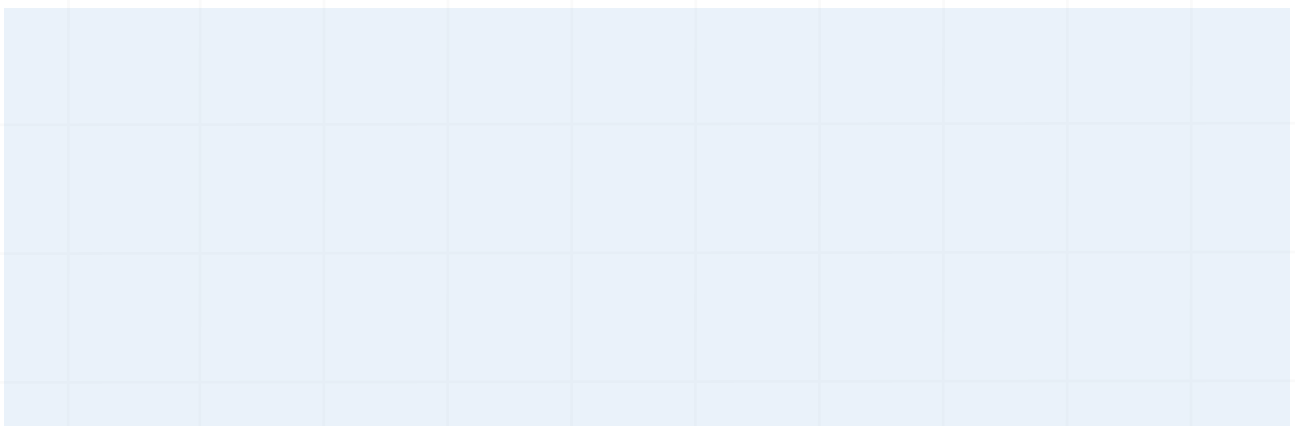
Materials

Insert the materials required for the workshop.

For example:

- Large screen or projector
- Extension cables for projector and for people to work on laptops

Please input the relevant details into the text box, as required.



Facilitators' detailed online workshop agenda

Before the workshop

Consider completing Step 1 (define the intervention), in order to save time once the workshop starts.

Prepare resources

(i) Collate available resources relevant to the intervention. These may include: maps of the area under consideration, marine resource distributions, and locations of planned intervention features; social data, such as consultations with communities/stakeholders, and data on wellbeing indicators, if available; ecological data, such as trends in marine ecosystem features (e.g. fish stocks) and ecosystem service maps.

(ii) Upload these resources onto the MaPTA Conceptboard under the Resources section. Add key maps or visuals/images to Step 1 (define the intervention).

Session 1

Estimated duration: 3 hours

Est. duration:	Step:	What to do and say:	Person responsible (suggested):
15 mins	Welcome	[Share Conceptboard on the screen - show the welcome board]. Welcome participants. Introduce facilitation team. Outline aims of workshops.	Workshop owner and Chair
	Introduction	Explain 'What is MaPTA, why it is important', and introduce the 10 steps. Explain how to use the navigation features on Conceptboard, including the use of the hand, selection arrow, and Sections menu.	Lead outsider facilitator
	Let's start!	Explain the sticky notes and let participants trial writing on them. Explain the Resources section.	Lead outsider facilitator

Session 1 cont...

Est. duration:	Step:	What to do and say:	Person responsible (suggested):
15 mins	Step 1: Define the intervention	<p>Introduce Step 1.</p> <p>Present (if answers were prepared before meeting) answers to the four questions and any relevant information, e.g. preloaded maps or images.</p> <p>Refer to project documents in Resources section as necessary.</p> <p>Encourage participants to add additional answers by dragging and dropping the sticky notes.</p> <p>Confirm that participants are happy with the defined intervention.</p>	Insider facilitator
20 mins	Step 2: Identify impacted ecosystem features	<p>Request that participants navigate to the Impact Table (by clicking on Step 2 in the Sections menu, or by clicking the arrow to the right of the 'define the intervention' step)</p> <p>Introduce the Impact Table (aim is to brainstorm ecosystem features and stakeholders that are likely to be impacted both positively and negatively by the intervention).</p> <p>Read instructions and questions for Step 2 'Identify Impacted ecosystem features'. Read questions one at a time and encourage participants to write answers on the blue sticky notes and drag to Impact Table.</p> <p>Encourage participants to breakdown broad ecosystem features into more specific features, if necessary. For example, by location, if impacts will be experienced differently in different locations.</p> <p>Refer participants to relevant ecosystem research in the Resources section, such as habitat maps.</p>	<p>Lead outsider facilitator</p> <p>Lead outsider facilitator</p> <p>Insider facilitator</p>
20 mins	Step 3: Identify impacted stakeholders	<p>Similarly, read the instructions and questions for Step 3.</p> <p>Encourage participants to divide the stakeholders into sub-groups if they are affected in different ways.</p>	Insider facilitator

Session 1 cont...

Est. duration:	Step:	What to do and say:	Person responsible (suggested):
15 mins	Step 4: Prioritise ecosystem features and stakeholders (vote)	<p>Click the Start vote button and invite participant to vote for the 5 most important ecosystem features and the 5 most important stakeholders to take forward to the next step.</p> <p>Read out the suggestions on what participants should consider when voting for ecosystem features and stakeholders.</p> <p>When participants have finished using their votes, click 'End vote'.</p> <p>Confirm the five stakeholders and five ecosystem features that received the most votes and will be taken forward to Step 3.</p>	Lead outsider facilitator
5-10 mins	Break	Add the ten chosen ecosystem features and stakeholders to the Synergy and Trade-off Dashboard.	Lead outsider and insider facilitators
5 mins	Synergy and Trade-off Dashboard introduction	<p>Instruct participants to navigate to the Synergy and Trade-off Dashboard (e.g. using Sections menu or scrolling).</p> <p>Point out that the prioritised stakeholder groups and ecosystem features have been added to the dashboard.</p> <p>Explain that, as a group, they will discuss and agree upon the current status of each ecosystem feature and stakeholder group, the degree of impact the intervention will have on them, and their expected future status in 5-10 years' time.</p>	Lead outsider facilitator
25 mins	Step 5: Current status	<p>Read the instructions and the criteria to consider when assessing the future status of the ecosystem features.</p> <p>Reiterate criteria and encourage discussion as participants move between steps.</p> <p>Secure agreement from participants before posting a final status.</p> <p>If available, refer participants to ecological data and information, such as ecological surveys, in the Resources section.</p>	<p>Lead outsider facilitator</p> <p>Insider facilitator</p> <p>Insider facilitator</p>

Session 1 cont...

Est. duration:	Step:	What to do and say:	Person responsible (suggested):
	Step 5 cont...	Encourage all participants to justify the current status given and any disagreements in the group by writing on the green sticky notes (top right of dashboard) and dragging them to the comments section.	
25 mins	Step 6: Degree of impact	<p>Once participants have completed the current status, read out the instructions for Step 6.</p> <p>Highlight that both positive and negative impacts can be indicated for an ecosystem feature or stakeholder by using both red and green.</p> <p>Participants can indicate differences in short- and long-term impacts by dragging and dropping the 'S' and 'L' icons, respectively (located above the dashboard).</p> <p>Again, secure agreement from participants before posting scores.</p> <p>Encourage participants to justify the degree of impact score by dragging and dropping blue sticky notes (located at top of dashboard) into the comments column, including any disagreements and uncertainties.</p>	<p>Lead outsider facilitator</p> <p>Insider facilitator</p>
25 mins	Step 7: Future status	<p>Read out the instructions for Step 7.</p> <p>Re-emphasise that participants should consider how other factors (such as climate change), as well as the intervention, will determine the future status of each ecosystem feature and stakeholder group.</p> <p>Again, secure agreement from participants before posting scores.</p> <p>Encourage participants to justify the future status by dragging and dropping yellow sticky notes (located at top of dashboard) into the comments column, including any disagreements and uncertainties.</p>	<p>Lead outsider facilitator</p> <p>Insider facilitator</p>
5 mins	Session 1 close	Thank the participants for their contributions, recap on what they have done so far, and what they will do during the next session.	Lead outsider facilitator

Session 2

Estimated duration: 2 hours 15 mins

Est. duration:	Step:	What to do and say:	Person responsible (suggested):
10 mins	Welcome	Welcome the participants and remind them what they did in Session 1. Explain what they will do today in Session 2.	Lead outsider facilitator
30 mins	Step 8: Trade-offs and concerning outcomes	<p>Instruct participants to return to the Synergy and Trade-off Dashboard.</p> <p>Read the instructions for Step 8.</p> <p>Slowly read each prompt question and allow time for the participants to discuss the questions and write down their thoughts using the sticky notes, before dragging and dropping them into the Trade-offs and Concerning Outcomes column.</p> <p>Point out any interesting, surprising, and alarming trade-offs and outcomes, and probe deeper to explore the impacts.</p> <p>If not everything is recorded by the participants, add additional sticky notes documenting additional discussion points.</p>	<p>Lead outsider facilitator</p> <p>Insider facilitator</p> <p>Lead outsider facilitator and Insider facilitator</p> <p>Note-taker</p>
5 mins	Break	<p>Copy and paste the trade-offs and concerning outcomes from the Synergy and Trade-off Dashboard and place them around the outside of the acceptability rings under Step 9.</p> <p>The insider facilitator can do this during the discussions in Step 8 to save time if necessary.</p>	Lead outsider facilitator
35 mins	Step 9: Acceptability	<p>Instruct participants to move to Step 9 (by selecting from Section menu or scrolling across the board).</p> <p>Read the instructions under Step 9.</p> <p>Prompt the participants to consider the noted criteria when considering the acceptability of each outcome and trade-off.</p> <p>Encourage participants to record their justifications for the acceptability scores on sticky notes, dragging and dropping them into the three tables below the acceptability rings.</p>	<p>Lead outsider facilitator</p> <p>Insider facilitator</p>

Session 2 cont...

Est. duration:	Step:	What to do and say:	Person responsible (suggested):
	Step 9 cont...	Copy and paste concerning outcomes and trade-offs to the Response Options Table in preparation for Step 10.	Lead outsider facilitator
35 mins	Step 10: Response options	<p>Instruct participants to move to Step 10 (by selecting from the Section menu or across the board).</p> <p>Read the instructions under Step 10.</p> <p>Lead the participants through each concerning outcome and encourage them to discuss options for each type of response.</p> <p>Encourage all participants to write response options on sticky notes and drag and drop them into the table.</p> <p>Once the table has been completed, start the voting process and ask each participant to vote for the five Response Options they would like to prioritise.</p> <p>End the vote and identify the five options with the most votes. Copy and paste these into to the Conclusions section.</p>	<p>Lead outsider facilitator</p> <p>Insider facilitator</p> <p>Lead outsider facilitator</p>
10 mins	Conclusion	<p>Instruct participants to navigate to the Conclusions section, located below the Response Options table.</p> <p>Explain that you would now like the participants to summarise the key findings that they have drawn from the MaPTA assessment.</p> <p>Summarise the prioritised response options and invite participants to consider what the next steps should be.</p>	<p>Lead outsider facilitator</p> <p>Insider facilitator</p>
10 mins	Workshop close	<p>Navigate to the finish to show the 'Well Done!' board. Thank everyone for their participation.</p> <p>Request that participations complete an evaluation form (Annex 7) to feed into the continued development of MaPTA.</p> <p>Explain that the MaPTA board will continue to be available for participants to refer back to.</p> <p>Explain how the analysis will be written up and shared, and summarise any other next steps.</p>	<p>Lead outsider facilitator</p> <p>Insider facilitator</p>

Annex 3: Offline facilitator agenda template

This annex provides a template facilitator agenda for implementing MaPTA offline. This should be reviewed and adapted to account for the following considerations:

- **The goals of your analysis**
- **The make-up of your team (e.g. whether you have both insider and outsider facilitators, or just one facilitator)**
- **The number of participants (e.g. to cater for the correct quantity of materials required)**
- **The relationships between participants (e.g. whether to have break out groups to account for power dynamics, which may require additional facilitators)**

MaPTA offline facilitator agenda:

[Insert name of intervention to be assessed]

Dates:

Session 1: [Insert date and time]

Session 2: [Insert date and time]

Venue:

[Insert address of workshop venue]

Participant list:

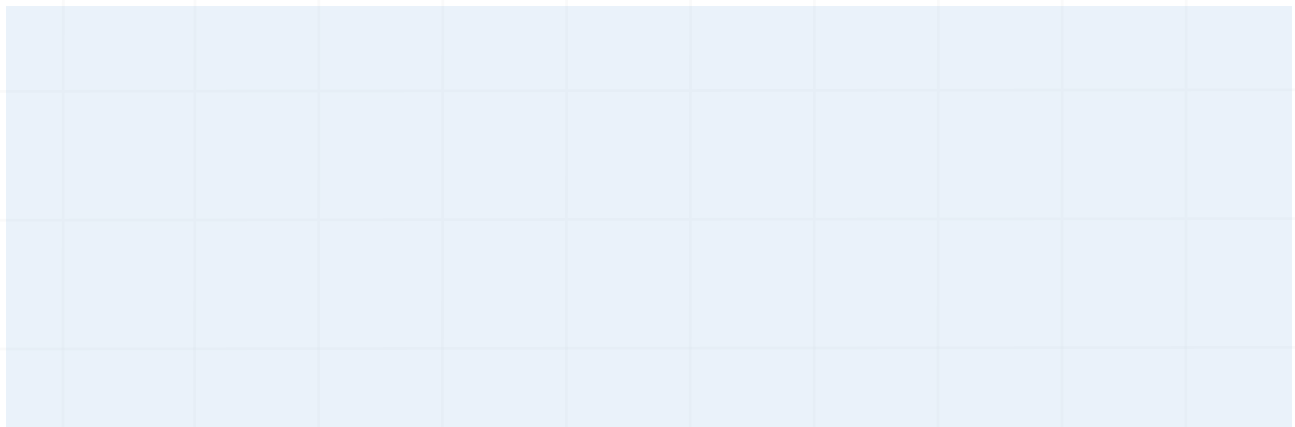
Participant name:	Organisation:	Email/telephone:	Allowance paid?

Objectives

Insert the objectives of the workshop. For example:

- To assess the synergies, trade-offs and concerning outcomes from the planned intervention
- Understand how acceptable those trade-offs and concerning outcomes are for different groups, and why
- Develop response options to mitigate, compensate for, or find alternative interventions to address unacceptable trade-offs and outcomes

Please input the relevant details into the text box, as required.



Outputs

- **Impact Table** (extensive list of impacted ecosystem features and stakeholder groups)
- **Synergy and Trade-off Dashboard** (visual representation of synergies, trade-offs and concerning outcomes arising from the intervention)
- **Acceptability Rings** (a trade-offs and concerning outcomes prioritised according to the degree of acceptability)
- **Response Options Table** (possible actions that may be taken to mitigate, compensate for, and develop alternatives to avoid unacceptable trade-offs)

Roles and responsibilities

The members of the facilitation team must be identified before the workshop and the participants should know who they are. These roles and responsibilities are detailed below.

Workshop owner and Chair (a senior person with overall responsibility for the workshop and the power to alter the implementation of the intervention)

- Invites the participants and will use the results to inform the future work of the organisation(s) or programme
- The person with the final say about what can or can't happen

Process advisor (a person experienced/trained in the MaPTA process – desirable but not essential)

- Provides advice and contributions based on their experience of running previous MaPTA workshops

Lead outsider facilitator (external researcher/external advisor)

- Responsible for delivering the MaPTA process, ensuring that it achieves the objectives agreed with the workshop owner and process advisor
- Introduces the process, giving instructions for each step
- Documents the discussions and issues observed when not facilitating
- Time-keeping

Insider facilitator (a person with 'insider' knowledge of the intervention and its context)

- Facilitate discussions amongst participants in the room for each step
- Enter the final scores etc. for each step based on discussions with participants
- Organise recording of feedback from participants

Note-taker(s)

- Takes notes on all discussions, including documenting disagreements and justifications
- Responsible for delivering the workshop report and organising additional facilitation assistance (the group facilitators)

Room and equipment requirements and layout

Insert details about the room, equipment requirements, and layout.

Consider the following:

- The room should be large enough to comfortably fit the desired number of participants
- Set up a large table for participants to sit around (if you are subdividing into stakeholder groups, set up tables for each group)
- Gather materials and equipment required to conduct the workshop (e.g. print-outs or hand drawings on flip chart paper of key steps, tables, and graphics (Impact Table, Synergy and Trade-off Dashboard etc.; pens; sticky notes; extra paper)
- Set up the room with a projector and screen at the front (if conducting an introduction presentation)

Please input the relevant details into the text box, as required.

Materials

Insert the quantities required of each of the following items according to the number of participants.

- Projector and white wall or screen on which to project PowerPoint presentation
- Extension cables for projector and for people to work on laptops
- Name stickers
- Print-outs (Annex 4) or hand drawings on flip chart paper of key steps, tables, and graphics (Define intervention; Impact Table; Synergy and Trade-off Dashboard; Acceptability Rings; Response Options Table; Conclusions)
- Extra Flipchart paper (e.g. for writing conclusions or additional thinking)
- Resources Pack (including project documents, maps, ecological and social research/data). These can be printed and ordered within a folder; printed and laid out on a table; or be stored in a folder on a laptop

- Sticky notes (three different colours)
- Stickers (e.g. small fluorescent circles or stars) for participant to vote in Steps 4 and 10, cut into strips of ten
- Print-outs of filled/partially filled shells and people icons (Annex 5) to represent current and future statuses of ecosystem features and stakeholder groups; each cut out
- Print-out of current and future status legend (Annex 6)
- Biro pens for writing on sticky notes
- Assorted marker pens, including shades of red and green

Facilitators' detailed offline workshop agenda

Before the workshop

Consider holding a facilitators' pre-workshop meeting to review preparations (venue, materials, etc.), workshop objectives, agenda, and run a practice session.

Consider completing Step 1 (define the intervention) either on a print-out or on flipchart paper, in order to save time once the workshop starts. Alternatively, the intervention can be presented to the participants by a relevant person in the programme team.

Collate available resources relevant to the intervention. These may include: maps of the area under consideration, marine resource distributions, and the locations of planned intervention features; social data, such as consultations with communities/stakeholders and data on wellbeing indicators, if available; ecological data, such as trends in marine ecosystem features (e.g. fish stocks) and ecosystem service maps.

Session 1

Estimated duration: 3 hours 50 mins

Est. duration:	Step:	What to do and say:	Person responsible (suggested):
15 mins	Registration	Register attendance and provide name labels. Request participants sign research consent form.	Note-taker
15 mins	Welcome	Welcome participants on behalf of themselves and the [organisation/ programme they represent]. Introduce facilitation team.	Workshop owner and Chair

Session 1 cont...

Est. duration:	Step:	What to do and say:	Person responsible (suggested):
	Introduction	Present aims of workshop, what is MaPTA, why it is important and how it can help, and introduce the 10 steps.	Lead outsider facilitator
25 mins	Step 1: Define the intervention	<p>Present (if answers prepared before meeting) the intervention, including: what is the intervention; where it will be implemented; its objectives; the key steps and activities. Refer to maps and any relevant visuals to clarify the plans as much as possible.</p> <p>Invite questions from participants about the intervention.</p> <p>Place or pin the hard copy 'define the intervention' step so that it is somewhere visible for participants to refer to throughout the workshop.</p>	Insider facilitator/ intervention leader
25 mins	Step 2: Identify impacted ecosystem features	<p>Gather participants around the Impact Table.</p> <p>Introduce the Impact Table (aim is to brainstorm ecosystem features and stakeholders that are likely to be both positively and negatively impacted by the intervention).</p> <p>Instruct all participants to: Write down on sticky notes the ecosystem features that are likely to be impacted by the intervention, and post them on the Impact Table (this can be done individually, in small groups, or in plenary).</p> <p>Read the following questions one at a time to encourage participants to think comprehensively about impacted ecosystem features:</p> <ul style="list-style-type: none"> • Which features will benefit? • Which features will be adversely impacted? • Will any features be affected indirectly (e.g. through food web changes)? • Which features could experience knock-effects in the local area or further afield (e.g. locally, regionally, nationally, or internationally)? • Which features will be impacted in the short-term? • Which features will be impacted in the long-term? 	<p>Lead outsider facilitator</p> <p>Insider facilitator</p>

Session 1 cont...

Est. duration:	Step:	What to do and say:	Person responsible (suggested):
	Step 2 cont...	<p>[show these questions on a slide or flipchart paper if possible]</p> <p>Encourage participants to breakdown broad ecosystem features into more specific features, if necessary. For example, by location, if impacts will be experienced differently in different places.</p> <p>Refer participants to relevant ecosystem research and information, such as a habitat map in the Resources Pack.</p>	
10 mins	Break		
25 mins	Step 3: Identify impacted stakeholders	<p>Now ask participants to list the stakeholders that are likely to be impacted by the intervention using sticky notes.</p> <p>Ask the following questions to make the list comprehensive:</p> <ul style="list-style-type: none"> • Who will benefit? • Who will lose out? • Who else could be affected indirectly (e.g. people further down the value chain, consumers)? • Which stakeholders may experience knock-on effects in the local area or further afield (e.g. locally, regionally, nationally, or internationally)? • Consider whether specific groups may be affected in different ways (e.g. due to gender, income, employment, age, disability, ethnicity, and social status)? • Who will be impacted in the short-term? • Who will be impacted in the long-term? <p>[show these questions on a slide or flipchart paper if possible]</p> <p>Encourage participants to divide the stakeholders into sub-groups if they are affected in different ways. They can specify locations if the impacts will be experienced differently in different places.</p>	Insider facilitator
15 mins	Step 4: Prioritise ecosystem features and stakeholders	<p>Explain that: In the interests of time, participants should prioritise the ecosystem features and stakeholders they wish to take forward to the next step by considering the points below.</p>	Lead outsider facilitator

Session 1 cont...

Est. duration:	Step:	What to do and say:	Person responsible (suggested):
	Step 4 cont...	<p>Explain that each participant can use 10 voting stickers each. Use five for the most important ecosystem features and five for the most important stakeholders to take forward to the next step.</p> <p>Ask participants to consider the following when voting for ecosystem features:</p> <ul style="list-style-type: none"> • Their ecological role and importance for maintaining fully functioning ecosystems • Their status – are they endemic or endangered? • How vulnerable they are to environmental changes • Their susceptibility to the intervention <p>Ask participants to consider the following when voting for stakeholder groups:</p> <ul style="list-style-type: none"> • Their dependence on the ecosystems and resources affected • Who the intervention hopes to benefit • Who is likely to be most adversely affected • Who could exert the greatest influence on the intervention's success <p>Count up the votes and confirm the five stakeholders and five ecosystem features that received the most votes. These will be taken forward to Step 5.</p>	
5 mins	Break	<p>Write the ten prioritised ecosystem features and stakeholders on the Synergy and Trade-off Dashboard print-out/flip chart paper.</p> <p>Place the completed Impact Table to one side or pin it to the wall.</p>	Lead and Insider facilitators
5 mins	Synergy and Trade-off Dashboard introduction	<p>Introduce the Synergy and Trade-off Dashboard, and Steps 5-8: As a group, they will discuss and agree upon the current status of each ecosystem feature and stakeholder group, the degree impact the intervention will have on them, and their expected future status in 5-10 years' time.</p>	Lead outsider facilitator

Session 1 cont...

Est. duration:	Step:	What to do and say:	Person responsible (suggested):
30 mins	Step 5: Current status	<p>Introduce Step 4: First, participants will assess the current status of each ecosystem feature and stakeholder.</p> <p>They should give each ecosystem feature and stakeholder a rating (i.e. colour) according to its current status, by choosing one of the five 'shell' or 'people' icons shown in the legend [show the printed out legend].</p> <p>When they consider ecosystem features ask them to think about:</p> <ul style="list-style-type: none"> • Coverage and/or range in terms of geographical area • Abundance within specific habitats or ecosystems • Health – are they damaged, degraded, or perhaps in pristine condition? • Resilience to environmental change <p>[show these questions on a slide or flipchart paper if possible]</p> <p>When they consider stakeholder groups ask them to consider:</p> <ul style="list-style-type: none"> • Whether they currently meet their basic human needs (e.g. water, food, sanitation) • Their current physical and mental health • Whether they are currently coping financially • Their current social status and relationships with others <p>[show these questions on a slide or flipchart paper if possible]</p> <p>[Tip: the above criteria can be displayed on a screen so that participants can refer to them as they assess each feature and stakeholder group]</p> <p>Time should be given for discussion between participants before agreement is secured on the status. If available, refer participants to ecological data and information, such as ecological surveys, in the Resources Pack.</p> <p>Encourage all participants to justify the current status given and any disagreements in the group by writing on the green sticky notes and posting them in the comments column of the Synergy and Trade-off Dashboard.</p>	<p>Lead outsider facilitator</p> <p>Insider facilitator</p> <p>Insider facilitator</p> <p>Insider facilitator</p>

Session 1 cont...

Est. duration:	Step:	What to do and say:	Person responsible (suggested):
30 mins	Step 6: Degree of impact	<p>Explain Step 6: On the Synergy and Trade-off Dashboard, score each ecosystem feature and stakeholder according to the degree of positive or negative impact that the intervention is likely to have on it. Scores can range from -3 (negative impact) to +3 (positive impact). At this stage, do not consider factors that are not directly related to the intervention that could influence the future status of the ecosystem feature or stakeholder.</p> <p>For each ecosystem feature and stakeholder group, encourage participants to colour in the relevant cells using green coloured pen for positive and red coloured pen for negative.</p> <p>Highlight that both positive and negative impacts can be indicated for an ecosystem feature or stakeholder by using both red and green.</p> <p>Participants can indicate differences in short- and long-term impacts by writing 'S' or 'L' on the relevant cell.</p> <p>Again, secure agreement from participants before posting scores.</p> <p>Encourage participants to justify the degree of impact scores and explain any uncertainties by writing comments on sticky notes in one colour and posting them in the comments column. The note-taker can also record discussions and post sticky notes on behalf of the participants.</p>	<p>Lead outsider facilitator</p> <p>Insider facilitator</p> <p>Lead outsider facilitator and Note-taker</p>
25 mins	Step 7: Future status	<p>Ask the participants to imagine that 5-10 years have passed since the intervention was implemented. They should now assess the future status of each ecosystem feature and stakeholder using the same status icons used to show current status [provide participants with status icon (shell and people) print-outs].</p> <p>Explain that in addition to the impact of the intervention itself, they should consider how other factors might limit or amplify the change in future status.</p>	Lead and Insider facilitators

Session 2

Estimated duration: 2 hours 30 mins

Est. duration:	Step:	What to do and say:	Person responsible (suggested):
10 mins	Welcome	Welcome the participants and summarise the proceedings of Session 1. Explain what they will do today in Session 2.	Lead outsider facilitator
30 mins	Step 8: Trade-offs and concerning outcomes	<p>Explain that the participants should now review and discuss the Synergy and Trade-off Dashboard in its entirety.</p> <p>Slowly ask the following prompt questions:</p> <ul style="list-style-type: none"> • How would you describe the distribution of costs and benefits across the system? • How will one ecosystem feature/ stakeholder benefit at the expense of another? • Which ecosystem features/ stakeholders will experience the greatest positive/negative impacts? • Why are there positive and negative scores for some features/stakeholder groups? • How will future statuses be affected by factors other than the intervention? <p>Discuss important trade-offs arising from the intervention, and then write them down in the Trade-offs and Concerning Outcomes column using the sticky notes provided.</p> <p>Point out interesting, surprising, and alarming trade-offs and outcomes and probe deeper to explore the impacts.</p> <p>Then ask what outcomes from these trade-offs jump out as being concerning?</p> <p>Ask the following prompt question to probe deeper:</p> <ul style="list-style-type: none"> • Will any ecosystem features or stakeholders be harmed or unfairly disadvantaged? • Is the distribution of costs and benefits across all the features and stakeholders fair? • How will the intervention affect existing inequities in the area (e.g. gender, ethnicity, and social inclusion)? 	<p>Lead outsider facilitator</p> <p>Insider facilitator</p> <p>Lead outsider facilitator</p> <p>Insider facilitator</p>

Session 2 cont...

Est. duration:	Step:	What to do and say:	Person responsible (suggested):
	Step 9 cont...	<p>Prompt them to consider the noted criteria as they decide on the acceptability of each of the outcomes and trade-offs.</p> <p>Encourage participants to record their justifications for the acceptability scores on sticky notes, and post them in the tables below the Acceptability Rings.</p> <p>Ask probing questions to ensure they fully justify the scores.</p> <p>Prepare the Response Options table by writing the concerning outcomes onto it while the acceptability discussion takes place.</p>	<p>Insider facilitator</p> <p>Lead outsider facilitator</p>
35 mins	Step 10: Response options	<p>Pin the hard copy of the Acceptability Rings onto a wall or on a different part of the table. Place the Response Options sheet on the table.</p> <p>Explain that participants should now discuss how the unacceptable outcomes can be managed. Write the reasons and justifications under the appropriate headings of the Response Options Table.</p> <p>Consider:</p> <ul style="list-style-type: none"> • How could unacceptable outcomes be mitigated? • Should those losing out from the intervention be compensated? • What alternative interventions are available to avoid unacceptable trade-offs? • What additional research or consultations are needed to further investigate the potential impacts, trade-offs, and unequal outcomes? • How could these response options alter which ecosystem features and stakeholders ultimately win? <p>Lead participants through each concerning outcome and encourage them to discuss options for each of type of response.</p> <p>Encourage all participants to post Response Options on sticky notes and add them to the table.</p>	<p>Lead outsider facilitator</p> <p>Insider facilitator</p> <p>Lead outsider facilitator</p>

Session 2 cont...

Est. duration:	Step:	What to do and say:	Person responsible (suggested):
10 mins	Step 10: Voting	<p>Once the table has been completed, ask the participants to vote (using the stickers) for the five response options they would like to prioritise.</p> <p>Hand out five stickers (votes) to each participant.</p> <p>Count up the votes and identify the top five prioritised response options.</p>	<p>Lead outsider facilitator</p> <p>Insider facilitator</p> <p>Insider facilitator</p>
15 mins	Conclusion	<p>Write the five response options that were prioritised in Step 10 as conclusions at the top of a piece of flipchart paper. Consider any broader conclusions that can be drawn from the workshop.</p> <p>To do this, facilitate a conversation about:</p> <ul style="list-style-type: none"> • Key findings from the two sessions • Next steps 	Lead outsider facilitator
10 mins	Workshop close	<p>Thank everyone for their participation.</p> <p>Request that the participants complete an evaluation form (Annex 7) to feed into the continued development of MaPTA.</p> <p>Explain how the analysis and report will be written up and shared, and summarise any other next steps.</p>	<p>Lead outsider facilitator</p> <p>Insider facilitator</p>

Annex 4: Template MaPTA boards

The following templates can either be printed (preferably in A3 or larger) or replicated by hand drawing them on flipchart paper prior to the workshop.

1. Impact Table

 Cut along the dotted line

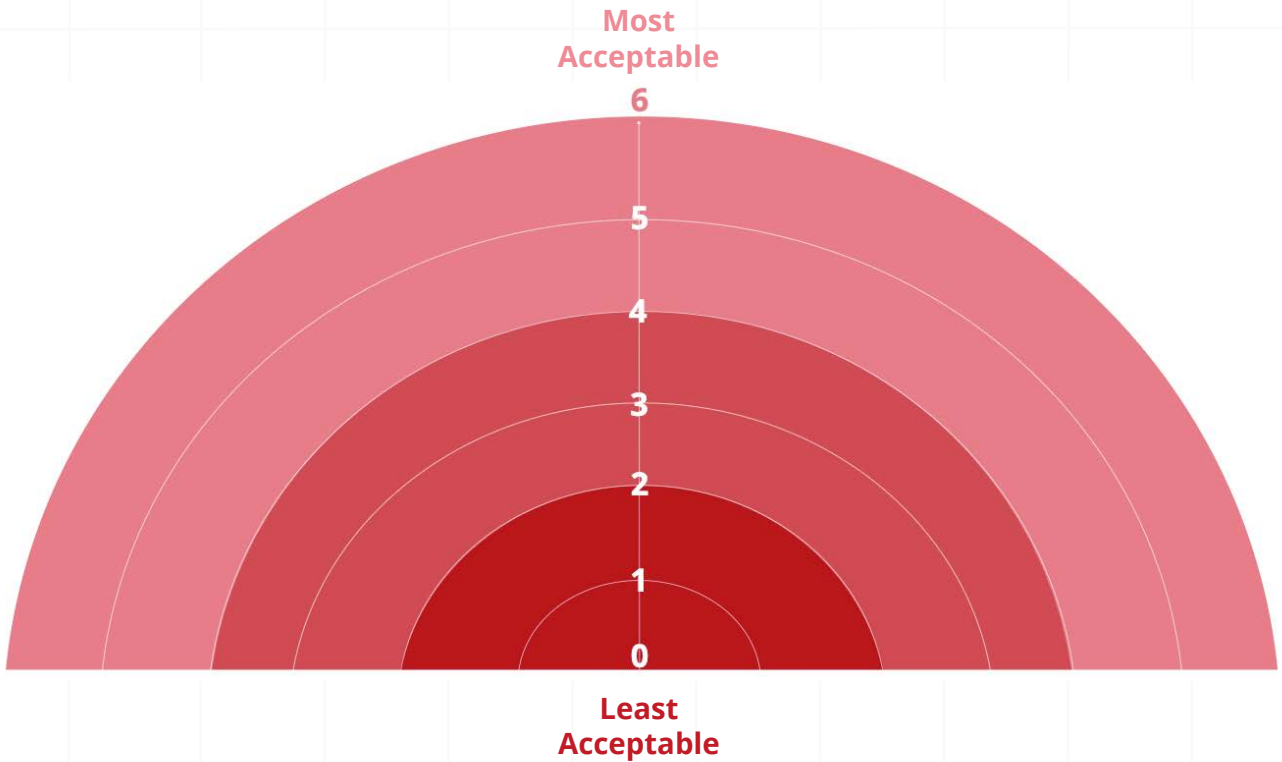
Ecosystem Features affected by your intervention (Step 2)	Stakeholders affected by your intervention (Step 3)

2. Synergy and Trade-off Dashboard



Stakeholders								Ecosystem Features								Impacted Feature	Current Status	Degree of Impact					Future Status	Comments	Trade-offs and Concerning Outcomes		
																-3	-2	-1	+1	+2	+3						

3. Acceptability Rings

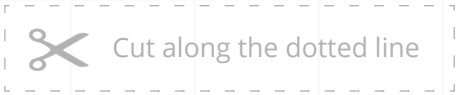


Comments	Comments	Comments
0 - 2	2 - 4	4 - 6

4. Response Options Table



Unacceptable Outcome	Mitigate?	Compensate?	Alternatives?	Research/ Consultations?

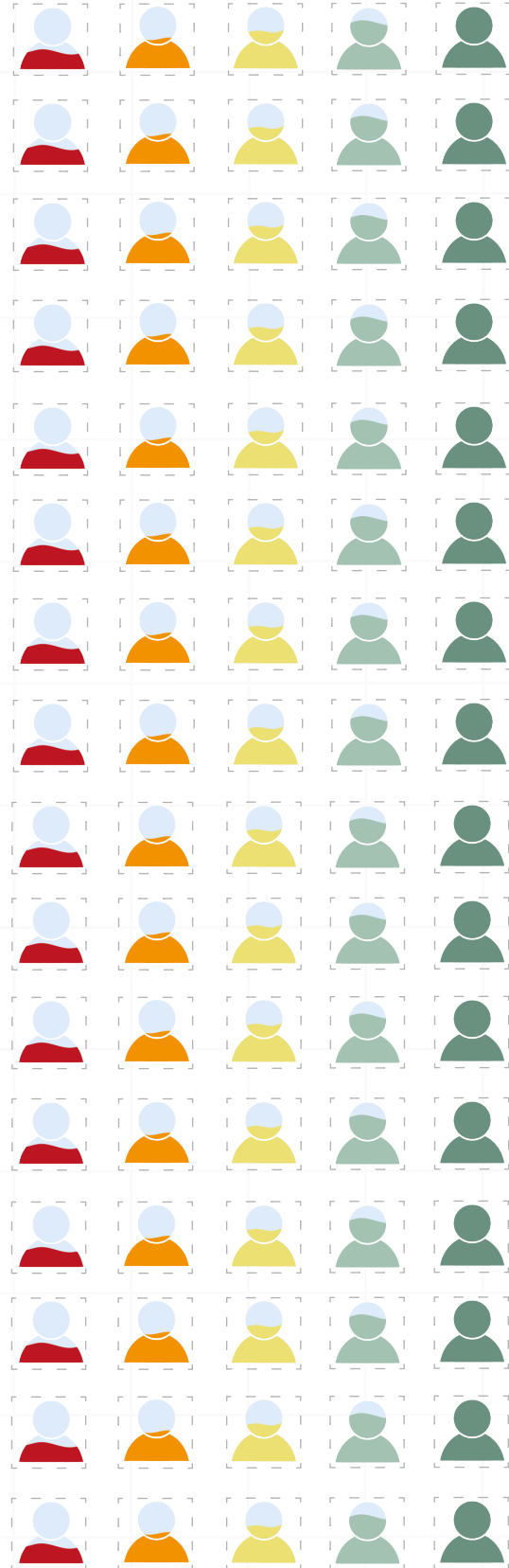


Annex 5: Status icons

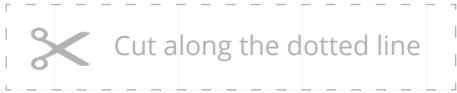
Ecosystem feature status icons:



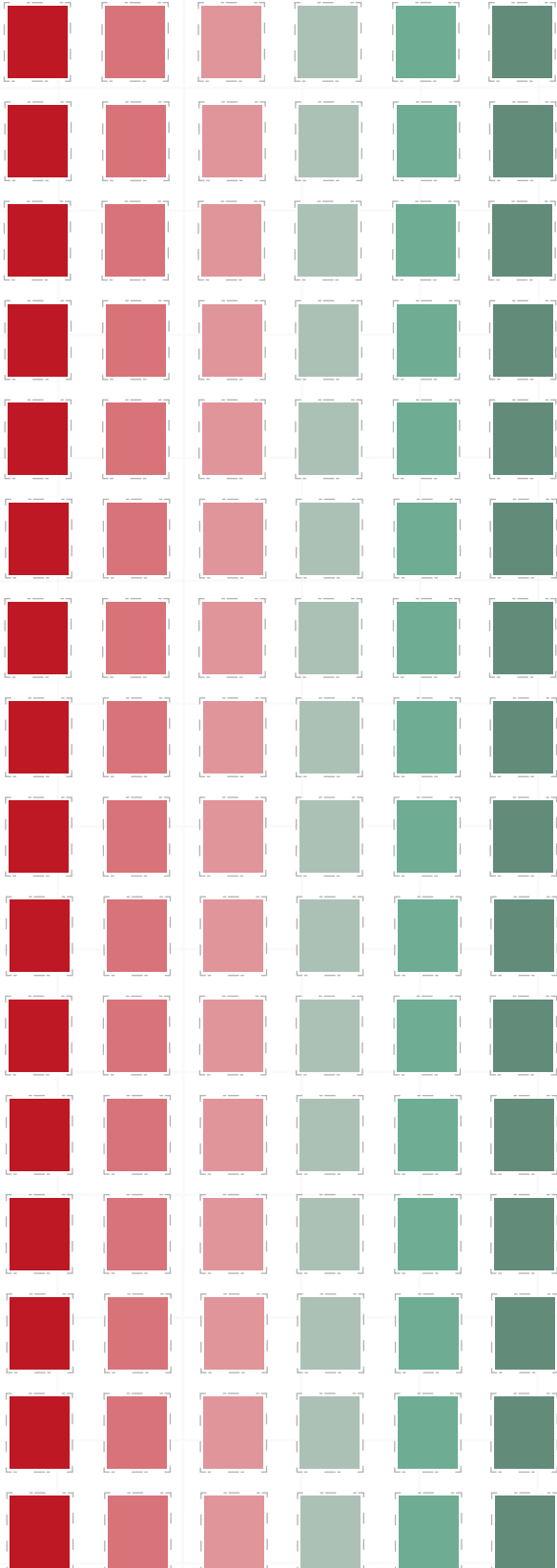
Stakeholder status icons:



Annex 6: Degree of impact legend



Degree of impact rectangles:



Long-term/short-term impact icons:

Long-term:



Short-term:



Annex 7: Workshop evaluation form

The form below provides a template evaluation form for the participants at your workshops to provide feedback. This will help you improve future workshops and understand whether the experience has had immediate benefits for participants.

Title of workshop:

Location of workshop:

Date:

Please complete the table below.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. The objectives of the workshop were clearly defined					
2. Participation and interaction were encouraged					
3. The topics covered were relevant to me					
4. The content was organised and easy to follow					
5. This workshop experience will be useful in my work					
6. The time allotted for the activities was sufficient					
7. The room and facilities were adequate and comfortable					

8. What did you like most about the MaPTA tool and workshop?

9. What aspects of the MaPTA tool and workshop could be improved?

10. What lessons did you learn from the workshop? Please give as much detail as you can.

11. How will you use what you learnt at the workshop in your work?

12. Are there any topics or issues that you would like to learn more about?

13. Please share any other comments or expand on previous comments.

Thank you for completing the MaPTA tool!

Contact:

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