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Manitoba Alternative Food Research Alliance

Governing Document

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Introduction

The Manitoba Alternative Food Research Alliance (MAFRA) is composed of universities and community organizations across Manitoba. We have received a Community University Research Alliance (CURA) grant for five years. These funds will be used to support community projects, students, and networking opportunities.

Members of the Steering Committee and Research Team should be aware of this agreement and formally agree to its use as a guide. Project staff are also bound by this agreement.

The intent of this Governing Document is to outline MAFRA's governance structure. It will also include a framework for conducting research as part of MAFRA and conducting collaboration across the project.

Vision

The Manitoba Alternative Food Research Alliance seeks a socially and environmentally just, culturally relevant, healthy food system that is controlled by local communities.

Mission

The mission of the Manitoba Alternative Food Research Alliance is to make this vision possible by:

- Empowering people and communities by providing funding for community projects.
- Documenting outcomes through research to support the activities of our member organizations.
- Seeking to work and communicate with both academic and non-academic communities.
- To provide support and facilitate the work of other groups and organizations that work towards food justice in Manitoba.

Values and Principles

To guide the work of MAFRA, we will follow the following values:

About food...

- Food is life, and access to food is a human right and public good
- Those who produce food, whether farmers, hunters, fishers, or harvesters, should be valued and should be fairly compensated for their work
- Food is a culturally unique experience

About our work...

- We want to see academics and non-academics working together in equal and mutually enriching relationships.
- We value decentralized decision making to enable people in urban, rural, and northern Manitoba to make decisions about work in their own region.

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- We seek to build on community and partner strengths, and avoid duplicating work already being done by partner organizations.

Methods

To fulfill our vision and mission, we will use the following methods:

- We provide person-to-person support for potential applicants to help work through the mechanics of the proposal and project ideas if needed
- Groups who submit an application will receive detailed feedback (regardless of success) and unsuccessful groups may apply again
- Continual efforts will be made to reach out and include a diversity of groups and individuals that are typically underfunded or underrepresented by existing funding and support.
- We commit to democratic consensus decision making
- We will share community results with other communities and academics to share knowledge about alternative food systems
- We fund current and past small-scale and grassroots initiatives so we can demonstrate evidence informed models (demonstrate good practices) and evaluations on food systems
- We support projects that have significant community and student involvement
- We will work in ways that regionalize and decentralize our activities to include communities and universities across Manitoba
- We will use, as appropriate, funding to support and hire community members to conduct research in their own communities.

Members

Current Steering Committee Members

Provincial:

- Food Matters Manitoba

Urban:

- Immigrant and Refugee Committee of Manitoba
- VACANT

Rural:

- Organic Food Council of Manitoba
- Harvest Moon Society

Northern:

- Northern Association of Community Councils

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- VACANT

University:

- Doug Ramsey, Brandon University (rural)
- Stephane McLachlan, University of Manitoba (urban)
- Jacinta Wiebe, University College of the North (northern)

Student and Youth:

- Dean Rennie, University of Manitoba (urban)
- kimlee wong, University of Manitoba (northern)
- VACANT

Steering Committee Composition

In total, there will be a Steering Committee of 13:

- 1 provincial
- 2 urban
- 2 rural
- 2 northern
- 3 university researchers
- 3 students

Urban, rural, and northern representatives will be invited by the Steering Committee.

Student representatives will be chosen by the Student and Youth Committee to represent urban, rural, and northern regions. Terms last one year, and can be renewed once.

Executive Committee Composition

The Executive Committee is composed of:

- Project Coordinator
- Principal Investigator
- One rotating community seat

The rotating community seat will be a one year term that rotates between an urban, rural, and northern Steering Committee member. These terms will overlap by one meeting to provide continuity for the Executive Committee.

Steering Committee members can volunteer to sit on the Executive Committee during their region's turn. If multiple members volunteer, the seat will be chosen by lot.

Standing Committees

Standing committees address particular issues identified by the Steering Committee.

Standing committees include any interested Steering Committee members as well as others

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from outside the Steering Committee invited by the participating standing committee members to bring additional expertise and experience to the committee.

Currently, there are three Standing Committees: Communications, Research, and Students and Youth.

Ad hoc Committees

Additionally, ad hoc committees may be formed on an ad hoc basis by the Steering Committee as required to address particular issues, concerns, or opportunities.

Research Team

Principal Investigator:

- Stephane McLachlan, University of Manitoba

University Co-Investigators:

- Ryan Brook, University of Saskatchewan
- Paul Fieldhouse, University of Manitoba
- Peter Kulchyski, University of Manitoba
- Diane Martz, University of Saskatchewan
- Jeff Masuda, University of Manitoba
- Ian Mauro, University of Victoria
- Doug Ramsey, Brandon University
- Shirley Thompson, University of Manitoba
- Jacinta Wiebe, University College of the North

Project Staff

- Stefan Epp, Research Associate and Project Coordinator
- Anna Weier, Research Associate and Communications and Outreach Specialist

Additional research staff may be hired as required over the course of the project. All research staff will be made aware of this agreement.

Elders

Given the tremendous wisdom held within Manitoba, MAFRA has assembled a group of Elders from across the province that will provide advice and wisdom from a variety of perspectives to MAFRA or participating communities, students, or researchers, as need be. Currently the Elders include:

- Cathy Campbell
- Lyna Hart
- Fred Tait
- Jan MacIntyre

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Governance Structure

Steering Committee

Role

The role of the Steering Committee is to provide overall direction and vision for the work of MAFRA.

Meetings Guidelines

1 MAFRA will run its Steering Committee meetings using a modified form of consensus in its decision making. This means that discussion is valued and consensus process will be used as much as possible. If consensus cannot be reached and a decision is required, then a different process will be used for decision making.

2 Steering Committee members can support a decision, accept with reservations, block a decision, or abstain. A block may only be used if the individual believes, and can demonstrate, that the decision will be fundamentally harmful to MAFRA.

3 If a Steering Committee member disagrees with a decision, these concerns must be stated at the meeting. You can get your concerns noted in the meeting minutes or ask to have the decision deferred to a future meeting.

4 If a decision has not been reached by a required external (for example, from SSHRC) deadline or has been discussed at three meetings and no decision has been made, a majority of three-quarters must support the decision for it to pass.

5 A quorum of fifty percent plus one (7 of 13 members, should all committee spots be taken) must be reached to hold a meeting. If it does not appear that quorum will be reached, staff should seek an alternate meeting time. Permanent project staff attend all meetings and participate in discussion, but are not counted towards reaching quorum.

6 The Steering Committee will meet quarterly, or in the case of exceptional circumstances. Likely, two of these meetings will be held by phone to reduce travel expenses. The Project Coordinator is responsible for calling these meetings.

7 A minimum of two week's notice will be provided before each meeting. The call for the meeting will also include a written agenda and all accompanying materials prepared by project staff. If additional issues or materials become available prior to the meeting, these will also be distributed by e-mail.

8 If changes are proposed to this governance document, they must be included in the agenda and all relevant materials must be provided to Steering Committee members at least two weeks prior to the meeting.

9 Project staff should attend all Steering Committee meetings and are encouraged to provide input but do not participate in the consensus decision making process.

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10 Project staff are responsible for compiling minutes from each Steering Committee meeting and distributing them to all Steering Committee members in a reasonable time period after the meeting.

Meeting Dates

1 Barring exceptional circumstances, the Steering Committee will meet quarterly. Starting in 2011, meeting dates will be as follows:

Meeting 1 – February (held in conjunction with the Growing Local conference)

Meeting 2 – first Tuesday of May

Meeting 3 – first Wednesday of August

Meeting 4 – first Friday of November

Transparency

1 This Governance Document will be made available on the MAFRA website.

2 Steering Committee minutes will be made available on the MAFRA website.

3 In situations where privacy is important (for example, discussing concerns regarding a staff member or information presented in trust to the Steering Committee) this information will not be included in those minutes made available on the website.

Guidelines for the Chair

1 When possible, project staff will take the role of chair. This will enable all Steering Committee members to participate fully in discussion, ensure that the chair has adequate time to prepare for the meeting and provide necessary materials to Steering Committee members, and ensure that clear decisions are reached.

2 The chair's role is to facilitate the process of making decisions. It is important that the chair:

- State the decision that people are being asked to make
- Make sure that everyone has been heard

E-mail Decisions

1 If a motion is made in writing requesting e-mail approval, we will first seek to reach consensus.

2 If consensus is not possible in the time required, e-mail approval of 75% of the Steering Committee members is as valid as if it had been passed at a meeting of the Steering Committee.

3 Decisions should be made by e-mail preferably only in exceptional circumstances (for example, due to time constraints).

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4 An absence of a response by a Steering Committee member will be taken as consent.

5 Normally, two business days will be provided for Steering Committee members to respond to an e-mail motion. Staff will follow up with Steering Committee members to encourage their participation.

Executive Committee

1 The Executive Committee will be formed to provide feedback to project staff on issues that require input but do not necessitate or for which it is not feasible (ie due to time constraints) to consult the broader Steering Committee.

Standing Committees

1 All Standing Committee decisions should be reported to the Steering Committee as a whole and affirmed by the whole committee.

2 Some Standing Committees may be granted a budget line at the discretion of the project staff and Steering Committee. Standing Committees can spend within these budgets without additional approval from the Steering Committee.

3 Each Standing Committee will have a staff liaison to facilitate the operations of the committee and sit on the committee.

4 Meeting materials, agenda, and minutes will be prepared, compiled, and distributed by the staff liaison.

5 The guidelines that apply to the Steering Committee meetings also apply to all Standing Committee meetings.

6 The schedule for Standing Committee meetings will be determined by each Standing Committee.

7 All Steering Committee members will receive notification of all Standing Committee meetings and have the option to attend. Additionally, all Steering Committee members will receive minutes from all Standing Committee meetings.

Ad hoc Committees

1 Occasionally, the Steering Committee may form ad hoc sub-committees. These committees will operate using the same rules as the Standing Committee and Steering Committee and will report back to the Steering Committee.

2 A staff liaison will be identified for each Ad hoc Committee.

Principal Investigator

1 As a project funded through academic sources, MAFRA has a Principal Investigator (Stephane McLachlan). It will be the principal investigators role to:

- Oversee budgets
- Ensure that reports are prepared and delivered to funders

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- Participate in the Executive Committee and Steering Committee
- Is the direct supervisor for permanent project staff (ie Project Coordinator, Communications Specialist)
- Seek further funding for MAFRA activities, in cooperation with the Steering Committee
- Coordinate research activities along with other researchers
- Respond to public inquiries about MAFRA
- Liaise with the University of Manitoba and SSHRC

Project Coordinator

1 It is the role of the Project Coordinator to:

- Facilitate MAFRA activities, meetings, and events
- Oversee and facilitate MAFRA communications activities
- Facilitate calls for proposals
- Respond to public inquiries regarding MAFRA
- Produce required reports for funders
- Monitor the MAFRA budget
- Liaise with researchers, community members, and students
- Provide supervision for temporary research staff (ie summer research assistants, contract workers)

Communications Specialist

1 The Communications Specialist:

- Work with the Project Coordinator to develop MAFRA policies, budgets, and frameworks
- Facilitate the activities of the Communications Standing Committee
- Lead the development of MAFRA publications
- Contribute to the MAFRA website

The Membership as a Whole

1 Members of MAFRA are organizations who have written a letter of support either for the initial CURA proposal or at a later date.

2 Members will receive follow up regarding events, calls for funding proposals, and other news from MAFRA.

3 Members will also have the opportunity to participate in the Steering Committee.

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Decision Making

Budgets

- 1 MAFRA staff will develop a budget annually for approval by the Steering Committee. Generally, this budget will be approved during a spring meeting, timed to correspond with the university's fiscal year end (March 31).
- 2 Staff has the ability to dispense funds as outlined in the budget without prior consultation with the Steering Committee. However, unbudgeted expenditures must be approved by the Steering Committee.
- 3 The Steering Committee will receive financial updates at each meeting outlining expenditures to date.
- 4 The Steering Committee will receive immediate notification if annual expenditures exceed the budgeted amount by more than 5%.

Establishing Criteria for Community Projects

- 1 In Year One, MAFRA staff will develop criteria based on feedback from the conference session held at the Growing Local, Getting Vocal conference, the proposals of the ad hoc Steering Committee (2009) and other Steering Committee meetings. These proposals will be put forward to the Steering Committee for discussion and ratification in early fall 2010.
- 2 In future years, the Steering Committee will review the criteria based on experience from previous years. The Steering Committee can then make changes as it sees fit.
- 3 Changes to the criteria might also be made at an Annual General Meeting if a concern is expressed from the broader membership.

Staffing Concerns

- 1 If concerns are raised regarding the performance or actions of a staff member, these should be first brought to the Executive Committee. If the Executive feels that further deliberation is required, they can recommend that it be discussed at a Steering Committee meeting.
- 2 If an issue is raised regarding staff, all staff with the exception of their immediate supervisor will leave the room.
- 3 This component of the meeting will then be held in camera.

Student Funding

- 1 Student funding will be split between interested MAFRA researchers.
- 2 Students who are funded should complete a significant portion of their research on a Manitoba topic or a topic of direct relevance to alternative food systems in Manitoba.
- 3 The Researcher Committee will develop further protocols on student funding at a later date.

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Travel Funding

1 An important component of MAFRA is providing opportunities for participants to attend conferences to share about their work and learn about other relevant initiatives. There will be three pools of money that people can use to support travel and conference fees.

Students

1 Students will be eligible for up to \$600 in funding to attend a conference to talk about the MAFRA-related work that they participated in. For example, if a student was traveling to attend a conference and the total cost was \$1250, they would be funded up to \$600 and encouraged to seek funding from other sources. There are already several funding sources that students can access to support conference attendance, including Graduate Studies, and faculties. If necessary, project staff will assist students in finding these additional funding sources.

2 Students are also encouraged to participate in local conferences and events. For example, if a student required \$75 to attend a local conference, that could come from this fund.

3 Given the relatively small amount of funds available for conference travel, this will be dispersed on a first come, first serve basis.

4 Staff will make particular efforts to ensure that students from all participating institutions, in urban, rural, and northern Manitoba are supported to attend conferences.

5 Ideally, this funding should be matched by the students' academic advisor and/or home university. Project staff can assist students find funding sources at their home university.

Community Members

1 Since community organizations and individuals are an important component of MAFRA's work, MAFRA has also dedicated funds to supporting conference attendance for community members. In general, up to \$1,000 may be provided to travel for any individual or organization in a given year, however special exceptions may be made to allot additional funds, particularly for those traveling from northern regions to a maximum of \$2,000.

2 Project staff will be given the discretion to negotiate an appropriate level of reimbursement in each case, but should receive approval from the Executive Committee prior to providing funding above \$1,000 to any particular individual/organization.

3 This funding could be used to take multiple people to a single event, but in order to share the funding more broadly, an organization should only apply for one event per year.

4 If additional funding is required, organizations will be encouraged to seek funding from other sources. For example, often scholarships or reduced rates are available from conferences. Project staff can assist organizations attempting to obtain additional funding to facilitate travel.

5 This funding is intended for those participating in MAFRA projects to attend events to share about their MAFRA-related project or learn related skills. MAFRA staff must make

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those with community projects aware of this funding and will actively seek on an ongoing basis to let participating projects know about the availability of this funding.

6 Given the relatively small amount of funds available for conference travel, this will be dispersed on a first come, first serve basis.

7 Staff will work to ensure that community participants from urban, rural, and northern Manitoba receive opportunities to travel and attend conferences.

Principal Investigator, Steering Committee, and Project Staff

1 The Principal Investigator, Steering Committee, and project staff can receive full reimbursement to attend a conference/event to talk about MAFRA in general or particular MAFRA projects. When possible, additional sources of funding should be sought to reduce MAFRA's costs for the trip. Priorities may be developed to attend particular conferences with a particular relation to MAFRA's mandate (ie Food Secure Canada, Canadian Association of Food Studies, SSHRC events, etc). Otherwise, funding will be allocated on a first come first serve basis.

Media and Public Relations

Website

1 Anyone can post blogs, contribute dates for the calendar or provide other content for the website. The homepage of the blog will indicate that each blog reflects the opinion of an individual author and not the official opinion of MAFRA or its members.

Media

1 If there are media requests for stories on MAFRA, these can be handled by the Principal Investigator or the project staff. Community members active on the Steering Committee will be designated in each region to be able to speak about the work being done by MAFRA in their region.

2 Outgoing press releases are usually written by project staff and should be approved by the Executive Committee prior to release. The Executive Committee, if it feels that other Steering Committee members may have concerns regarding the release's content, may ask staff to revise the draft or seek the opinions of other Steering Committee members.

MAFRA and Political Policy

1 MAFRA will support its members in their policy strategies on an ad hoc basis. At this point, MAFRA does not have its own overall strategy for political engagement. Support may include financial support (ie by supporting community projects or students engaged in research on a policy initiative) or in kind support (ie staff time or equipment).

2 MAFRA can request that, in exchange for this support, the projects indicate that support has been provided by MAFRA.

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Seeking External Funding

1 MAFRA's funding position is different than many of its community partners, as it has access to funding pools intended for university researchers. MAFRA will focus its efforts on finding funding from academic funding bodies as its primary source of additional funds.

2 There may be opportunities for MAFRA to apply for funding from non-academic sources. To avoid duplication or competing with key community partners, the Steering Committee should be notified of and approve these funding proposals prior to applying for non-academic funds.

3 If funding is being sought for MAFRA projects not previously approved by the Steering Committee, whether from academic or non-academic sources, the Steering Committee needs to be informed of and approve the new project.

4 Conversely, if academic funding is being sought to further MAFRA work already approved by the Steering Committee, the Principal Investigator (or anyone else writing funding proposals for MAFRA) should inform the Steering Committee but can proceed with the funding proposal.

5 Should the Steering Committee approve any funding proposal, MAFRA community partners will be approached to participate where appropriate. Likewise, opportunities for allocating funding to support community partners will also be explored.

6 If the Steering Committee rejects a source of funding proposed by the Principal Investigator (or anyone else writing funding proposals for MAFRA), they may still apply for the funding but will not do so through MAFRA (for example, the Principal Investigator might apply through the Environmental Conservation Lab at the University of Manitoba). With the support of the Steering Committee, MAFRA could provide a letter of support for these projects, even if it is not actively involved in project outcomes.

Hiring Staff

1 Any position that will earn less than \$10,000 of MAFRA funding per year (ie a summer student or community research assistant) can be filled on the decision of the Principal Investigator and the Project Coordinator, providing that the position was included in that year's annual budget.

2 If a position is to be hired that requires more than \$10,000 of MAFRA funding, the Executive Committee will act as the hiring committee. The decision is then ratified by the Steering Committee.

3 If the position of Project Coordinator is being filled a hiring committee is formed including the Principal Investigator, the previous Project Coordinator (if possible), and two community-based Steering Committee members. The decision is then ratified by the Steering Committee.

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Providing Letters of Support

1 If an organization requests that MAFRA provide a letter of support, this can be provided by the Principal Investigator and/or Project Coordinator, provided that no financial resources are required.

Involvement in Organizations

1 If an organization approaches MAFRA requesting that it join and/or formally support or endorse their organization project staff can accept at their discretion, providing that the organization is a member of MAFRA and the costs do not exceed the budget line for participation in other organizations.

2 If an organization requests that MAFRA join or formally support their organization, but is not a member of MAFRA, the Steering Committee would have to approve any formal involvement or membership.

Modifying these Decision Making Structures

1 As new circumstances develop, MAFRA may desire to change the decision making structures outlined here, or develop new policies and guidelines. These policies can be changed by the Steering Committee using the consensus decision making process outlined in this document.

Criteria and Process for Community Project Funding

Project Requirements

1 A significant portion of the work needs to take place in Manitoba.

2 This is a small grant proposal. Grants will range in size from \$500 to \$7000. If necessary, MAFRA staff or researchers can provide advice and guidance to find additional funding.

3 Each organization can put in one application per year.

4 The project needs to have relevance to alternative food systems and the objectives and themes of MAFRA.

5 The project should be achievable within one year, but organizations are welcome to apply in future years for additional funding for the same project.

6 The project must include an evaluation/research component.

Application Information

A project application form will ask questions such as these:

1 Please provide a brief description of your project. What is it that you hope to do? What is your time frame? Where will the project happen?

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2 How does the project demonstrate community engagement and involvement in prioritizing the project and in the project itself? (for example: did this project come out of a community consultation process)

3 Explain the predicted meaningful outcomes of the project.

4 How does your project build community capacity (ie staff training, workshops, learning components)?

5 How are you planning on evaluating the project (research/evaluation) and how might this information be useful to your organization or other organizations?

6 How does the project have relevance to alternative food systems and the objectives or themes of MAFRA (ie community food security, food sovereignty, local food systems)?

7 Please provide a budget for your project.

Selection Process

1 Projects will be submitted to and collated by project staff.

2 Descriptions of projects will be placed on the MAFRA website and feedback can be provided.

3 Committees will be formed in each region to adjudicate the funding proposals. These committees will include the Steering Committee members (2 community, 1 academic, 1 student) from the region and three additional volunteers. Preferably, these volunteers will not have applied for funding.

4 Attempts will be made to use these volunteer positions to increase the diversity of the committees.

5 Regional committees will decide how to make decisions for funding in their region, but should use the following criteria: community involvement, meaningful outcomes, community capacity building, evaluation/research component, fits with MAFRA goals, feasibility to determine funding.

6 Regional committees may decide to offer partial funding to a project, rather than accepting its full request.

7 Each regional committee has an annual budget of \$20,000 for community grants. The committee can decide how to divide this money.

8 An outside facilitator will facilitate the decision making process for the regional committees. A staff person will also be present to provide any information requested by the committee.

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Research

Roles of Researchers

MAFRA is unique because it is composed of and directed by both researchers and community members. Nevertheless, there are important roles for researchers to play in this project. In general it is the intention of the research team to facilitate community-oriented research that is both academically rigorous and promotes food justice in Manitoba and beyond. Given these goals, it is recommended that researchers:

- Be respectful of time and deliver on commitments to communities, project staff, students, and other researchers;
- Participate in all Research Committee meetings;
- Contribute thoughts on any applicable issues to the Project Coordinator or Principal Investigator for deliberation by the Steering Committee;
- Clearly communicate research plans (for coordination purposes);
- Clearly communicate research priorities;
- Foster a supportive and affirming environment for students and community members;
- Provide feedback to funding proposals from community organizations;
- Actively participate in adjudications of community funding proposals.

Where applicable, researchers will have opportunities to provide funding to students, assist in networking and recruiting, and otherwise facilitate the research process at their site. Co-investigators have the responsibility to make significant contributions to some part of the research project, for example:

- Participation in the discussion of design and implementation of MAFRA research
- Supervision of participating students
- Participation in data analysis and interpretation
- Dissemination of research outcomes through public or academic venues

Rights of Researchers

Researchers have the right to:

- Be acknowledged as co-investigators on relevant MAFRA communications and presentations
- Set boundaries regarding the extent of their participation in this project and any extensions of additional projects
- Be included in report preparation and be provided opportunities for feedback
- Ask for items to be put on research team agenda meetings
- Bring issues to the attention of the Steering Committee

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- Be included as co-authors on research publications, when input is meaningful and sustained throughout the design, data analysis, and write-up phases of the research (see below for greater detail)

OCAP – Ownership, Control, Access, and Possession

OCAP is the abbreviated form of Ownership, Control, Access, and Possession, a strategy originally designed to conduct research with Aboriginal communities. The rights of Aboriginal peoples to own, control, access, and possess information about their peoples is fundamentally tied to self-determination and the development of their culture. OCAP allows a community to make decisions regarding why, how, and by whom information is collected, used, or shared. As Brook, M'Lot and McLachlan suggest, the “collection of knowledge held by local people should not be a one-time process where information from the informant is treated like any other dataset that is collected. Communities should be involved in all aspects of studies, including identification of research questions, planning data collection methods, as well as interpreting and communicating findings.”¹

In MAFRA, OCAP is seen as a guideline to strive for. This is primarily true when working with Aboriginal communities, but is also an end that is relevant for rural communities or urban settings; indeed when dealing with all people regardless of location or culture. Researchers are encouraged to apply the principles of OCAP in their research and to encourage their students to do the same. This will be facilitated through a researcher and community-focused workshop given in 2011. Additionally, associated support materials (pamphlets, videos, etc.) will also be developed as needed to enable researcher and community participation in OCAP. At times, communities may not have the capacity or interest in storing, accessing, or controlling their data, but should be given the option to do so.

The following brief summary of OCAP has been accessed from: <http://www.rhs-ers.ca/english/ocap.asp>.

Ownership: Ownership refers to the relationship of First Nations to their cultural knowledge, data, and information. This principle states that a community or group owns information collectively in the same way that an individual owns his or her personal information.

Control: The principle of control affirms that First Nations, their communities, and representative bodies are within their rights in seeking control over all aspects of research and information management processes that impact them. First Nations control can include all stages of a particular research project from start to finish. The principle extends to the control of resources and review processes, the planning process, management of the information and so on.

¹ Ryan Brook, Maria M'Lot, and Stephane McLachlan, “Pitfalls to Avoid when Linking Traditional and Scientific Knowledge,” in Rick Riewe and Jill Oakes, eds., *Climate Change: Linking Traditional and Scientific Knowledge* (Winnipeg: Aboriginal Issues Press, 2006), 15.

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Access: First Nations must have access to information and data about themselves and their communities, regardless of where it is currently held. The principle also refers to the right of First Nations communities and organizations to manage and make decisions regarding access to their collective information. This may be achieved, in practice, through standardized, formal protocols.

Possession: While ownership identifies the relationship between a people and their information in principle, possession, or stewardship is more concrete. It refers to the physical control of data. Possession is a mechanism by which ownership can be asserted and protected.

Authorship and Data Sharing

The Manitoba Alternative Food Research Alliance strongly encourages collaboration between researchers, as such collaboration serves to strengthen and add depth to research results. Researchers are encouraged to share data with other members of the research team or other resources. Such collaboration, however, requires that guidelines be in place to avoid potential disagreements over authorship, data sharing, and other collaboration issues. To facilitate this collaboration, these guidelines will help outline the criteria for and responsibilities of authorship.

Authorship:

1. Participation worthy of authorship must include meaningful participation in the analysis and write-up of data.
2. Participation solely in the collection of data does not justify authorship. Such a contribution will be noted with an acknowledgment.
3. Persons who have contributed intellectually to the article but whose contributions do not ultimately justify authorship may be acknowledged and their contribution described in terms such as: “advice,” “critical review,” “data collection,” etc. These people must give permission to have their name used.
4. The role of all relevant funders, and especially SSHRC CURA should be acknowledged in all publications.
5. Community members and organizations that have meaningfully contributed to the research will be acknowledged and, if appropriate, included as authors.
6. Outside of the senior author and (if they are a student) their primary research advisor, the order of authorship will be listed by level of contribution, as determined by the senior author.
7. Normally undergraduate and graduate students that play the primary and sustained research role in any given project will be given senior authorship.
8. An author has the right to:
 - a) know that the paper is being prepared and should have access to the manuscript prior to its submission for publication;
 - b) agree to being listed as a co-author;
 - c) be given opportunities to provide input at crucial steps in the analysis and writing of the research and on a final draft.
9. It is the author's responsibility to:

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- a) accept responsibility for the validity of the whole manuscript;
 - b) review all procedures and data used in preparing the publication;
 - c) provide timely (normally within two weeks) input and feedback, and at a minimum, give meaningful feedback on the final draft of any publication.
10. Publications coming out of the Manitoba Alternative Food Research Alliance research project should be submitted to the project's Project Coordinator for purposes of reporting and in case of disputes regarding authorship or data sharing.

Data Sharing:

1. To assist with cooperation and collaboration, researchers are encouraged to share information with other researchers as they see fit.
2. Data must not be disclosed to individuals who are not co-investigators of the Manitoba Alternative Food Research Alliance research project or participating students without the written permission of the researcher or participating community if applicable.
3. Permission must be received if a researcher intends to use the research of another Manitoba Alternative Food Research Alliance participant in a published work.
4. The initial researcher(s) must be given the opportunity to provide meaningful input. This is particularly important, since some information that may be gathered is of a sensitive nature and the initial researcher(s) will be held accountable by participants for the information's use.
5. Appropriate acknowledgment in any written and/or oral presentations must be provided to the person who completed the research, in accordance with the authorship guidelines outlined above.
6. If a researcher intends on using a significant amount of data researched by another MAFRA participant, they should reach a specific data sharing agreement in writing with that individual.

Conflict Resolution:

1. If there should be a disagreement among researchers regarding authorship or acknowledgment, it should be resolved by the Principal Investigator and the Project Coordinator.
2. If the Principal Investigators are unable or unwilling to settle the disagreement, the matter will be referred to the Research Committee and advice will be sought from the Elders Committee.
3. Should both of these processes fail, an independent panel will be invited by the Principal Investigator to serve as arbitrators, unless the Principal Investigator is involved in the conflict, in which case the other researchers on the Steering Committee (providing they are also not involved in the conflict) will invite an independent panel to resolve the dispute.