

Governance

Guidelines for EFAD Committees, Networks, Experts & Representatives

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Contents	
Glossary	5
Background	6
Introduction	6
Structure of EFAD	7
The General Meeting (GM)	7
Responsibilities and Duties of National Dietetic Associations (NDAs).....	7
Responsibilities and Duties of Delegates.....	8
Honorary President	9
Responsibilities and Duties of the Honorary President.....	9
Honorary Vice President	11
Responsibilities and Duties of the Honorary Vice President.....	11
Honorary Treasurer	13
Responsibilities and Duties of the Honorary Treasurer	13
Executive Director	14
Responsibilities of the Executive Director.....	14
Standing Committees	16
Terms of Reference for Standing Committees.....	16
Guidelines for Standing Committees on reporting and quality assurance.....	17
Responsibilities and Duties of EFAD Standing Committee Members.....	17
Terms of Reference for the Executive Committee (EC)	19
Responsibilities and Duties of EFAD Executive Committee Members	19
Terms of Reference for Professional Practice Committee (PPC).....	20
Terms of Reference for Research and Evidence Based Practice Committee (REBPC).....	21
Terms of Reference for Education and Lifelong Learning Committee (ELLLC)	22
Terms of Reference for the EFAD Conference Organising Committee (ECOC).....	23
Terms of Reference for EFAD Conference Scientific Programme Committee (ECSPC)....	24

EFAD European Specialist Dietetic Networks (ESDN) Committees	25
Terms of Reference for EFAD European Specialist Dietetic Networks (ESDN).....	25
ESDN leads and ESDN Committee Members	25
Responsibilities and Duties of ESDN Committee Members	26
EFAD Expert Dietitian	27
Definition of an EFAD Expert Dietitian	27
Recognition of an EFAD Expert Dietitian	27
Responsibilities and Duties of an EFAD Expert Dietitian	27
EFAD Representatives	28
Terms of Reference for EFAD Representatives	28
Responsibilities and Duties of EFAD Representatives	28
Scientific Advisory and Reference Group (SRAG)	30
EFAD Committee Reference Groups	30
Education Associate Members	31
Terms of membership	31
Rights of Education Associate Members	31
Responsibilities and Duties of Education Associate Members.....	31
Honorary Members	32
Rationale for Election of Honorary Members of EFAD	32
Rights of Honorary Members	33
Appendices	34
Appendix I - EFAD Policy on Recognition and Selection of Expert Dietitians.....	34
Appendix II -EFAD Policy on Selecting Representatives, Committee Members and European Specialist Dietetic Network members.....	36
Appendix III - Aims of Professional Practice Committee	38
Appendix IV - Aims of Research and Evidence Based Practice Committee.....	39
Appendix V - Aims of Education and Lifelong Learning Committee	40

Appendix VI - Criteria for recognition of EFAD European Specialist Dietetic Networks.....	41
Appendix VII – Responsibilities of the EFAD Bookkeeper	42
Appendix VIII – Responsibilities of the EFAD Administrative Assistant.....	43
Appendix IX – Guidelines for the preparation of an EFAD Paper describing the Role of the Dietitian in a Speciality Field	44
Appendix X – Guidelines for the preparation of EFAD Position Papers	46
Appendix XI – Guidelines for the preparation of EFAD Policy Papers.....	48

Glossary

NDA	National Dietetic Association
GM	The General Meeting
EC	The Executive Committee
NDA	National Dietetic Association
PPC	Professional Practice Committee
ELLLC	Education and Lifelong Learning Committee
REBPC	Research and Evidence Based Practice Committee
ESDN	European Specialist Dietetic Network
ECSPC	EFAD Conference Scientific Programme Committee
ECOC	EFAD Conference Organising Committee
SRAG	Scientific Reference and Advisory Group
Standing Committee	Established with specific scope and powers – usually permanent
Ad Hoc Committee	Established to accomplish a particular task or to oversee an on-going area in need of control or oversight – usually temporary
Task & Finish Group	A temporary group which is established to fulfil a specific function and then disbanded when work is complete
Expert dietitian	A dietitian with extensive knowledge, skills or ability based on research and experience in a particular area of study. An advanced practitioner/specialist may also be considered an expert
Representative	A dietitian who speaks, or promotes dietetics or offers expert advice, on behalf of EFAD
Co-opted	A committee member who is temporarily elected to a position until such time as formal elections can take place

Background

As EFAD expands and more people become involved in the work of implementing the EFAD Strategic Plan, policies and procedures, the specific functions, terms of references, duties and responsibilities of each committee, expert, network and representative need to be identified and described.

Introduction

EFAD relies on the work of its committees, networks, experts and representatives to deliver the EFAD Strategic Plan, Business and Annual Work Plans¹

Everyone involved in the work of EFAD is expected to adhere to the EFAD values:

EFAD's Values

The values of EFAD guide how we make decisions and define our approach to partnership and collaboration.

Our core values are: fairness, openness, non-discrimination, collaboration and independence.

These are expressed more fully in the way EFAD conducts its business, observing our Code of Ethics and Code of Good Practice² and being:

- democratic, transparent and inclusive
- independent and ethical
- discerning and open to new ideas and approaches
- credible, objective and honest
- an effective communicator
- supportive of opportunity, innovation, creativity and entrepreneurship
- respectful of the values that members hold and their capabilities
- a partner with clients, colleagues and others
- active in pursuing excellence

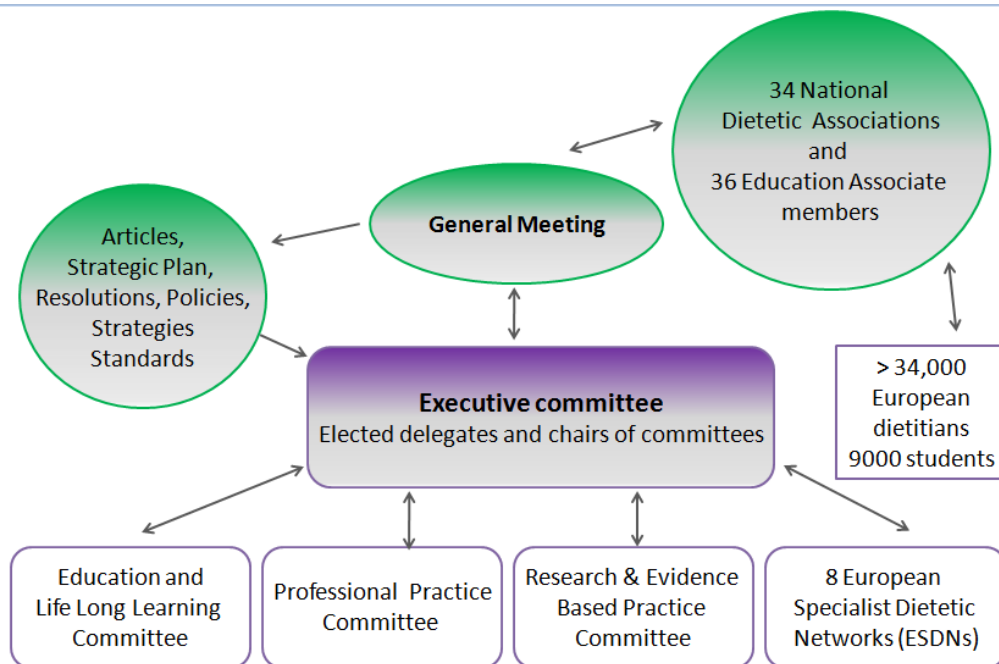
EFAD is a not-for-profit organisation that does not pursue any political or religious ends.

All work is carried out on a voluntary basis

¹ EFAD Strategic Plan, Business and Work Plans available on <http://www.efad.org/en-us/about-efad/strategic-plan/>

² EFAD Code of Ethics and Good Practice available on <http://www.efad.org/en-us/professional-practice/ethics-and-good-practice/>

Structure of EFAD



The General Meeting (GM)

The General Meeting is the policy and decision-making body of EFAD.

The GM is made up of representatives (delegates) from each of the full member National Dietetic Associations (NDA).

Each NDA can appoint two delegates, one of whom should preferably be the President or Chairperson. One delegate is authorised to vote on behalf of the NDA at General Meetings.

Responsibilities and Duties of National Dietetic Associations (NDAs)

The EFAD membership consists of National Dietetic Associations (NDAs), and the success of the Federation is dependent on the active support of the NDAs and their delegates.

NDAs' responsibilities:

1. Pay annual subscription fees to EFAD before 28 February each year
2. Support delegates in fulfilling their duties and obligations
3. Ensure that information from EFAD is disseminated nationally and translated when necessary
4. Provide EFAD with information and/or data when requested

Responsibilities and Duties of Delegates

Delegates will be expected to set aside time for reading papers and background documents and undertaking the duties and obligations described below.

This time commitment can be expected to be 1-2 hours a week rising to 3-4 hours a week in the time leading up to a General Meeting.

The duties and obligations of the delegates are to:

1. Contribute to the General Meeting agenda and propose areas of work / direction of EFAD.
2. Participate actively in the General Meetings and other meetings arranged by EFAD.
3. Be mandated by their association to speak for, and to exercise all membership rights on behalf of their member association.
4. Ensure that deadlines are met.
5. Promote EFAD and EFAD activities to their National Dietetic Association board and individual members
6. Co-ordinate and encourage support of EFAD activities by member associations.
7. Promote EFAD to stakeholders within their own country
8. Respond to EFAD requests for data and information
9. Facilitate communication between EFAD and the member association.
10. Update data about the member association and its current delegates on EFAD's website.
11. Update data on Higher Education Institutions (HEIs), registration authority in the country and any other relevant items on the EFAD website
12. Represent EFAD when asked to do so by the General Meeting or by the Executive Committee.
13. Participate in working groups and other activities.

Delegates will not be reimbursed by EFAD for their work.

Honorary President

The Honorary President is elected in a personal capacity. The position is sponsored by EFAD, not by any individual national dietetic association. EFAD covers travel, accommodation and subsistence expenses when the Honorary President represents the Federation and for EC and General Meetings. In addition the Honorary President receives an allowance per annum for time spent on EFAD activities.

Responsibilities and Duties of the Honorary President

The Honorary President is responsible for the activities and decisions undertaken in the interests of EFAD.

The Executive Committee (EC) and the Honorary President plan and organise the activities of the Federation in liaison with the Executive Director and maintain links with, the European Union, Non-Governmental-Organisations (NGOs), professional and other organisations and groups.

The Honorary President adheres strictly to the Articles and Organisational procedures of EFAD.

The Honorary President calls for meetings (EC-meeting, General-Meeting) and agrees the agenda in liaison with the Executive Director.

The Honorary President chairs meetings of the EC and General Meetings.

The Honorary President receives reports of activities undertaken on behalf of EFAD (e.g. reports from Committees, delegates' reports, representatives' reports)

The Honorary President accepts and approves the Financial Report of the Honorary Treasurer and the budget.

The Honorary President co-ordinates the activities of the Federation, committees and working groups in liaison with the Executive Director.

The Honorary President represents EFAD at meetings, conferences and official events.

The Honorary President is responsible for raising the profile of EFAD (e.g. meeting with NGOs, industry, attending conferences, presenting lectures) and providing support wherever it may be required (e.g. in supporting member associations with special projects).

The Honorary President is responsible for initiating new activities.

General responsibilities / Duties

- to read all documents received by EFAD and to assess their relevance to EFAD
- to delegate tasks, activities and responsibilities to EC members, member associations and others
- to maintain an overview of the professional field of dietetics within Europe

- to identify contacts within organisations

EC-meetings / Responsibilities:

- to liaise with Executive Director in preparing the agenda
- to chair / lead the meeting (normally two face to face meetings each of two days duration and a short (1 hour) virtual meeting each month that does not have a face to face meeting)
- to summarise the results and monitor delegated tasks
- to undertake work arising from the EC-meeting

General Meeting / Responsibilities

- to liaise with Executive Director in preparing the agenda
- to chair and moderate the meeting
- to summarise the results and monitor delegated tasks
- to prepare work for meeting and undertake work arising from the meeting.

International Confederation of Dietetic Associations (ICDA)

- to maintain contact with ICDA
- to represent EFAD at the International Congress of Dietetics
- to represent EFAD at the ICDA Representatives meeting / observer status

Member Associations / NDA activities

- to accept invitations from member dietetic associations
- to represent EFAD at national conferences
- to support the activities of national dietetic associations

Activities / Networking

- to establish contact with other organisations, professional groups, politicians
- to identify and establish contact with new initiatives in nutrition, dietetics and other health fields (e.g. organisations working on EU projects)
- to attend and participate in relevant meetings e.g ENHA, EU Platform, EFPC

Honorary Vice President

The Honorary Vice President is elected in a personal capacity. The position is sponsored by EFAD, not by any individual national dietetic association. EFAD covers travel, accommodation and subsistence expenses when the Honorary Vice President represents the Federation and for EC and General Meetings. In addition, the Honorary Vice President receives an allowance per annum for time spent on EFAD activities.

Responsibilities and Duties of the Honorary Vice President

- Ensures that EFAD adheres strictly to the Articles and Organisational procedures of EFAD
- Responsible, in liaison with the Executive Committee, Honorary President and the Executive Director, for co-ordinating the actions undertaken on behalf of and for advancing the profession of dietetics through its Committees, ESDNs, delegates and representatives. Initiating and delivering a responsive strategic reporting system will be key to this part of the Portfolio.
- Responsible for leading activities, which will enhance and strengthen the benefits that result from greater collaborative working between members of EFAD, the Committees and ESDNs.
- A coordinating role for defined activities of the Federation, especially supporting the delivery of the business and work plans by committees, ESDNs and other working groups.
- Promotes the benefits, both scientific and professional, of EFAD and works to maintain and grow membership
- Take a leadership role in the implementation and reporting of EuDAP among National Associations, Committees and ESDNs
- Can represent EFAD at meetings, conferences and official events if the Honorary President or Executive Director is unable to attend.
- Provides member support wherever it may be required (e.g. in supporting member associations with special projects).
- The Honorary Vice President, in the unavoidable absence of the Honorary President can chair meetings of the EC and General Meetings or carry out other duties.
- Initiating or supporting EFAD member associations with special projects and requests
- A full member of the Executive Committee

General responsibilities / Duties of the Honorary Vice President

- to support the Executive Committee and EFAD through reading all documents received by EFAD from committees, representatives, members (EuDAP) and others and advise/assess for the Honorary President and Executive Director impact and implications for the work of EFAD
- to support EFAD member associations by identifying contacts within the organisations and maintain regular/meaningful liaison/dialogue

EC-meetings / Organisational Responsibilities:

- to support Honorary president and Executive Director in preparing the agenda, *if required*
- to chair / lead the Executive Committee meeting if there is an unavoidable absence of the Honorary President
- to summarise the results and monitor delegated tasks concerning Committees, delegates' reports, representatives' reports
- to undertake work arising from the EC-meeting as it applies to their portfolio

General Meeting / Responsibilities

- to support Honorary president and Executive Director in preparing the agenda, *if required*
- to summarise the results and monitor delegated tasks as applied to their portfolio
- to prepare for meetings and undertake work arising from the meeting as applied to their portfolio eg EuDAP

Member Associations / NDA activities

- to support the activities of EFAD national dietetic associations
- to support implementation of EFAD policies and strategies at national level
- to initiate actions to increase the number of EFAD members

Honorary Treasurer

The role of EFAD Honorary Treasurer can be summarised in this way:

Monitoring the financial administration of EFAD and reporting to the General Meeting and Executive Committee in compliance with the governance document

Overseeing the EFAD's financial risk-management process

Acting as a counter signatory on cheques and other financial transactions

Executive-level liaison with the external auditors on specific issues, such as the Auditors' Management Letter and related EFAD representations.

Responsibilities and Duties of the Honorary Treasurer

- Overseeing and presenting budgets, internal management accounts and annual financial statements to the General Meeting and Executive Committee;
- Ensuring that proper accounting records are kept, financial resources are properly invested and economically spent
- Chairing any sub-committees which are to discuss finance and reporting back to the General Meeting and the Executive Committee;
- Monitoring and advising on the financial viability of the EFAD;
- Overseeing the implementation of and monitoring financial systems*
- Advising on the financial implications of the EFAD's strategic plan
- Supporting Executive Committee in pursuit of external funding

Full Executive Committee responsibilities

*The EFAD bookkeeper is responsible for the day to day implementation of the financial systems. See appendix VII for full description of role of bookkeeper.

Executive Director

Responsibilities of the Executive Director

The role – it is understood that the Executive Director will work closely with the Executive Committee in undertaking the role.

Overview

- Provides leadership through facilitating EFAD policy, strategy and advocacy which promote development and growth of EFAD
- Develops and maintains governance in liaison with EFAD General Meeting
- Ensures, smooth running of the EFAD office through effective management of the business, staff and finances
- Acts as the co-ordination point for the Federation.
- Creates and maintains a climate of goodwill with stakeholders (members, funders etc); and seeks partnerships where appropriate.
- Ensures there is an efficient and a responsive Secretariat to support the EFAD General Meeting, committees and members
- Identifies and proposes /invites responses to risks, threats, opportunities, trends and changing requirements.

Key responsibilities undertaken with the support of the Executive Committee

Leadership

- Provides leadership and guidance to the General Meeting, committees and staff to develop a Business Plan to enable delivery of the Strategic Plan
- Ensures effective co-ordination, negotiation and communication with key stakeholders, including the media
- Lead member for recruitment, engagement and retention

Governance

- Ensures appropriate structures, processes and arrangements to enable the General Meeting, relevant committees and staff to deliver the EFAD Business and Strategic Plans Ensures compliance with EFAD Articles and Organisational Procedures, keeps these documents under review, and implements any changes which have been approved by the General Meeting
- Ensures effective risk management and reporting

- Ensures effective running of EFAD General Meeting and committees
- Ensures delivery the *Annual Report* and other documentation required for statutory or other formal submission or for dissemination

Business, financial and project management

- Develops, implements and monitors business plans, to ensure effective delivery of EFAD business, as initiated by the EFAD General Meeting.
- Assists the Honorary Treasurer in monitoring and managing the EFAD finances over the short and long term
- identify and develop funding opportunities, in accordance with the EFAD Sponsorship and Collaboration Guidelines, to support the work of EFAD
- Ensures that appropriate and contemporary communication strategies, that meet the needs of stakeholders, are implemented and effectively managed
- The Executive Director will be expected to manage the implementation of any external projects undertaken by EFAD

People Management

- Ensures effective recruitment of office staff, including line management as appropriate, for the delivery of the EFAD business plan
- Maintains and delegates Human Resource procedures including setting and reviewing staff objectives and active feedback on performance as appropriate
- Ensures appropriate office use of information and communication technology (ICT) to support EFAD business
- Ensures compliance with legal requirements and good practice guidance in relation to Human Resources.

Balance of duties

- The Executive Director's role is expected to grow and develop with the growth of EFAD. Although EFAD can make no commitment or guarantee, it is thus envisioned that the post will grow accordingly with appropriate remuneration to reflect the increasing demands.
- Management/running processes, including Human Resources, will be a predominant feature of the role initially, largely due to securing the Operating Grant for 2012, including securing EFAD financial stability.
- The Executive Committee recognises that during this growth period the Executive Director will require their support. Some further training in relevant areas, for example project management, business planning, risk assessment, human resource management and data protection etc. will be provided by the employer.

Standing Committees

Definition

The term "standing committee" in this document refers to the Executive Committee (EC), the Professional Practice Committee (PPC), the Research and Evidence Based Practice Committee (REBPC), the Education and Lifelong Learning Committee (ELLLC), the ESDN committees, the EFAD Conference Organising Committee (ECOC) and the EFAD Conference Scientific Programme Committee (ECSPC).

Other "ad hoc" committees or task and finish groups may be established by the EFAD Executive Committee on a temporary basis as required.

Purpose: The role of the committees is to implement the policies and decisions of the EFAD General Meeting and Executive Committee, as described in the EFAD Strategic Plan³, including embedding European Dietetic Advanced Competences, the Lifelong Learning strategy and taking forward the work of DIETS.

Selection of committee members is guided by the "EFAD Policy on Selecting Representatives, Committee Members and European Specialist Dietetic Network members" (see Appendix II, page 36). Executive Committee members must be Full Member Associations. Other committee members must be members of an EFAD member association (Full, Affiliate or Education Associate). The term of office for all committee members is 4 years. Committee members may be re-elected.

Committee members are expected to undertake preparation and reading of papers and background documents etc. and to attend regular committee meetings. The time commitment can be expected to be between 1 & 2 hours a week.

The work of the committees is supported by the Executive Director and administrative assistant.

Committee members will not be reimbursed for their work, but any previously approved expenses incurred on behalf of EFAD will be reimbursed. Only expense claims complying with the EFAD Policy on Claiming Reimbursement will be reimbursed.

Committee budgets will be confirmed on a year-to-year basis

Terms of Reference for Standing Committees

1. Hold regular (virtual) meetings, which are recorded in agendas and minutes posted on the EFAD web site
2. Provide an annual report (for inclusion in the EFAD annual report), describing their work on development of the dietetic profession in their specialist field, including any research, publications or guideline development

³ EFAD Strategic plan: <http://www.efad.org/en-us/about-efad/strategic-plan/>

3. Present annual work plans, including budget, to EFAD Executive Committee for approval at least 6 months before the year commences
4. Communicate work of committee through EFAD's newsletter and EFAD website, conference and e- journal.
5. Follow the EFAD publishing policy and use the EFAD logo on all publications and documents
6. Only enter into collaboration agreements which are in line with the "EFAD policy for sponsorship and collaboration with industry"⁴
7. Ensure that consultation procedures for external enquiries are simple and transparent
8. Maintain a list of members on the EFAD web site
9. Monitor and evaluate the work of the committee against EC approved performance indicators
10. Set-up small task and finish groups as appropriate to support the development and delivery of the committee's work plans

Guidelines for Standing Committees on reporting and quality assurance

1. Publish the agenda for each meeting, with all accompanying documentation, on the EFAD web site at least one week before the meeting
2. Inform all committee members where the agenda and supporting documents can be accessed at least one week before the meeting
3. Inform all committee members of the date and time of each meeting four weeks before the meeting
4. Publish the minutes for each meeting on the EFAD web site no more than two weeks after of the meeting
5. Submit a report on how the committee is meeting its deliverables to the Executive Committee each month
6. Submit a report for inclusion in the EFAD Annual Report each year
7. All documents must contain the EFAD logo and show the date of preparation.

Responsibilities and Duties of EFAD Standing Committee Members

The duties and obligations of committee members and co-opted committee members are to:

- 1 Implement the Strategic Plan⁵ and Annual Work Plans⁶ as directed by the Executive Committee

⁴ EFAD Policy for Sponsorship and Collaboration with Industry <http://www.efad.org/media/1044/efad-guidelines-for-sponsorship-and-collaboration-with-industry-2014.pdf>

- 2 Develop policies/strategies and procedures
- 3 Participate actively in all committee meetings. There will normally be a maximum of two face-to-face meetings a year, of up to 2 days duration and a short virtual meeting in each month that does not have a face-to-face meeting. If a committee member fails to attend three consecutive committee meetings or does not reply to three consecutive emails or requests for information his/her nominating Association will be informed and his/her committee membership may be terminated.
- 4 Contribute to the GM, EC & own committee agendas, identify and propose areas of work and direction of the committee, guided by the work plans
- 5 Respond quickly to enquiries from the committee chair and other committee members
- 6 Ensure that deadlines are met
- 7 Represent EFAD when asked to do so by the committee chair or the Executive Committee and report back to the Executive Committee
- 8 Liaise with other Committees of EFAD to ensure a seamless and transparent approach to effective use of resources and implementation of initiatives.
- 9 Committee members who are also the delegates for their association should continue to carry out the duties and responsibilities described for EFAD Delegates (see pg 8)

⁵ EFAD Strategic Plan available on <http://www.efad.org/en-us/about-efad/strategic-plan/>

⁶ EFAD Annual Work Plans available on http://www.efad.org/media/1651/efad-standing-committees-workplans-2018_final.pdf

Terms of Reference for the Executive Committee (EC)

Purpose: The role of the Executive Committee is to implement the policies and decisions of the General Meeting.

The EFAD Executive Committee consists of an Honorary President, an Honorary Treasurer, the Chair of the Professional Practice Committee (PPC), the Chair of the Research and Evidence Based Practice Committee (REBPC), the Chair of the Education and Lifelong Learning Committee (ELLLC) and up to four additional Executive Committee members.

Executive Committee Members are elected by the General Meeting for a four-year term of office.

Responsibilities and Duties of EFAD Executive Committee Members⁷

Executive Committee members will be expected to attend monthly virtual EC meetings, face-to-face EC meetings, the General Meeting and Conference each year. EC members will also be expected to read papers and background documents (1-2 hours a week rising to 3-4 hours leading up to the GM).

In addition to the duties and obligations of Standing Committee Members, Executive Committee members and any co-opted Executive Committee members are to:

1. Contribute to the agenda, identify and propose areas of work and direction of EFAD, guided by the Strategic Plans, Work Plans and the General Meeting.
2. Carry responsibilities for special areas eg a Standing Committee and report back on activities
3. Respond quickly to enquiries from the Honorary President, the Executive Director and other executive committee members.

⁷See also EFAD Organisational Procedures <http://www.efad.org/en-us/about-efad/governance/>

Terms of Reference for Professional Practice Committee (PPC)

Purpose: To Support EFAD National Dietetic Associations to enhance the professional practice of their members, thereby safeguarding safety and welfare of dietetic service users and building societal trust in the dietetic profession

1. Propose and implement strategies for the development of professional practice for European Dietetics which supports the strategies of Member Associations
2. Using best practice of Member Associations and Higher Education Institutions (HEIs) advise on mechanisms for establishing professional development for dietitians working and studying within Europe
3. Liaise as appropriate with other European professional groups and monitor the developments in professional development, accountability and European directives of other health professionals
4. Support the Executive Committee in developing policies related to professional practice by performing research activities such as surveys on professional practices Europe wide
5. Support EFAD members in facilitating communication on issues related to intrinsic strategies for professional development by signalling new initiatives, providing tools, and best practice descriptions.
6. Make recommendations concerning areas of practice requiring research
7. Make recommendations concerning areas for LLL topics requiring development
8. Make recommendations for implementing research when appropriate

Terms of Reference for Research and Evidence Based Practice Committee (REBPC)

Purpose:To embed evidence-based working in dietetic practice

1. Propose and implement strategies for the development of an evidence-based approach to practice for European Dietetics which supports the strategies of Member Associations.
2. Using best practice of member Associations and Higher Education Institutions (HEIs) advise on mechanisms for establishing an evidenced-based approach for dietitians working and studying within Europe.
3. Encourage developmental opportunities and opportunities to use, share and discuss best practice in dietetic research.
4. Manage the production of regular e-Journals
5. Proactively liaise with European (health) professional groups, HEIs and others to contribute to dietetic research in Europe.
6. Advise the EC about participation in research projects which EFAD is invited to participate in.
7. Proactively seek opportunities to raise funding for, and participate in, research
8. Make recommendations to EC on acceptance of nominations of expert dietitians. An advanced practitioner/specialist may also be considered an expert

Terms of Reference for Education and Lifelong Learning Committee (ELLLC)

Purpose: To embed Lifelong Learning in dietetic practice

1. Propose and implement strategies to embed Lifelong Learning (LLL) and dietetic competences for European Dietetics which supports the strategies of Member Associations
2. Using best practice of member Associations and Higher Education Institutions (HEIs) advise on mechanisms for embedding Lifelong Learning for dietitians working and studying within Europe
3. Liaise as appropriate with other European professional groups and monitor the developments in education and LLL of other health professionals
4. Make recommendations to the EC on recognition of European Specialist Dietetic Networks

Terms of Reference for the EFAD Conference Organising Committee (ECOC)

Purpose: To lead, plan and deliver EFAD conferences at a profit

1. Support EFAD to achieve its mission and vision with respect to excellence in dietetic practice through their conferences, show casing excellent practice in dietetics and nutrition and challenging European dietitians to enhance their practice.
2. Set-up small task and finish groups as appropriate to support the development and delivery of the conference content:
 - Conference programme
 - Invite, secure and support speakers
 - Organise workshops/poster sessions (including calls and associated selection)
 - Publicity, conference programme, proceedings and publications
 - Evaluation and feedback
3. Manage the financial elements of the conference so that it comes on time and within budget with the ambition of profit:
 - Secure venue
 - Set appropriate registration fee
 - Accommodation (if required)
 - Contract negotiation and agreement through EFAD Secretariat
 - Monitor expenditure and income and make change as appropriate
 - Set aside money from the profit for remuneration to the ECOC
4. Recruit as necessary support from local or European dietitians and consult on an ad hoc basis, for input or expert advice by members of EFAD and others from time to time
5. Exchange views and provide feedback especially on the comments expressed during the Conferences and on the website
6. Exchange information with the EFAD Executive Committee as they request specially to update or review these ToR.

Terms of Reference for EFAD Conference Scientific Programme Committee (ECSPC)

Purpose: to develop topical and relevant scientific programmes

1. Support EFAD to achieve its mission and vision with respect to excellence in dietetic practice through their conferences, showcasing excellent practice in dietetics and nutrition and challenging European dietitians to enhance their practice.
2. Set-up small task and finish groups as appropriate to support the development and delivery of the scientific conference programme
3. Advise on required content of each topic, to enable organising committee to direct speakers appropriately
4. Exchange views and provide feedback especially on the comments expressed during the Conferences and on the website
5. Exchange information with the EFAD EC and ECOC as they request specially to update or review these ToR.

EFAD European Specialist Dietetic Networks (ESDN) Committees

Terms of Reference for EFAD European Specialist Dietetic Networks (ESDN)

Purpose: To contribute towards meeting and advancing the aims, missions and values of EFAD and promoting EFAD policies as described in the Strategic Plan. The ESDNs will also be used to embed European Dietetic Advanced Competences, the Lifelong Learning strategy and to take forward the work of DIETS

1. Enable dietitians with an interest in a specialty field to exchange views and experiences
2. Progress the development of European excellence in dietetics and nutrition
3. Develop European specialist dietetic competences
4. Identify experts who can represent EFAD and dietetics
5. Develop and teach Lifelong Learning courses
6. Promote an evidence-based approach to dietetics and nutrition

ESDN members will not be reimbursed for their work, but any previously approved expenses incurred on behalf of EFAD will be reimbursed.

Only expense claims complying with the EFAD policy on Claiming Reimbursement will be reimbursed.

ESDN leads and ESDN Committee Members

To lead an ESDN or be a member of an ESDN committee a candidate must

1. Have a qualification in dietetics
2. Have at least 5 years of experience (practical and/or research) in the specialist field.
An advanced practitioner/specialist may also be considered an expert
3. Be able to demonstrate advanced competence in the specialist field (see EDAC for definitions and competences)
4. Be supported by two referees to provide further evidence of expertise

Responsibilities and Duties of ESDN Committee Members

1. Support EFAD to achieve its mission and vision with respect to excellence in dietetic practice through encouraging an evidence-based approach to dietetics, especially in their own specialty field.
2. Give independent critical insights on strategies which EFAD wishes to initiate to increase stakeholders' knowledge about the dietitian's role in making a difference to nutritional health and reducing inequalities.
3. Contribute to the growth and development of their specialty field through development of the specific professional skills for dietitians and through integration and development of practical and theoretical knowledge within a specialist field, through development and teaching of LLL courses.
4. Identify and initiate research opportunities, in liaison with the REBPC
5. Actively participate in ESDN workshops during the EFAD conference and in discussions on the website.
6. Contribute to the writing of an annual report and workplan development.
7. Develop the scientific evidence and innovation for their field of interest, through literature searches, research and writing of reports and publications
8. Assure sustainability of the ESDN, including electing a chair, a secretary and, where applicable, a treasurer, all of whom must be members of an EFAD member association

To support ESDNs EFAD will

1. Use its contacts to help the ESDNs in their work whenever possible.
2. Enable the ESDN to use the EFAD web site for internal and external communication. ESDNs will be responsible for keeping this information up to date
3. Contribute to publicity about the ESDN through EFAD's communication platforms (website, newsletter).

EFAD Expert Dietitian

Definition of an EFAD Expert Dietitian

The EFAD European Dietetic Advanced Competences (EDAC) give the following definitions:

An expert is a dietitian with extensive knowledge, skills or ability based on research and experience in a particular area of study.

Advanced practitioner or specialist denotes a level of practice, often within a specialty, that is more advanced than the competences associated with initial registration, or with simply working in a specialty requiring different approaches (e.g. primary care at community level, care of older adults in rehabilitation homes or hospital). The specialist's role encompasses professional expertise, teaching, evaluation and practice/service development.

In some countries in Europe a title **Specialist Dietitian** has been proposed or implemented for dietitians working as advanced practitioners in an area of specialisation. A specialist may also be considered an expert.

Recognition of an EFAD Expert Dietitian

To obtain recognition as an EFAD Expert Dietitian a candidate must

1. Have a qualification in dietetics
2. Have at least 5 years of experience (practical and/or research) in the specialist field. An advanced practitioner/specialist may also be considered an expert
3. Be able to demonstrate advanced competence in the specialist field (see EDAC for definitions and competences)
4. Be supported by two referees to provide further evidence of expertise

Responsibilities and Duties of an EFAD Expert Dietitian

Persons recognised as experts by EFAD are expected to

- 1 Give independent critical insights and expert advice on strategies, position papers and other papers which EFAD wishes to initiate, promote and publish
- 2 Be willing to be consulted for expert advice by members of EFAD, colleagues and others on their specialty field
- 3 Be willing to represent EFAD to external stakeholders

Experts will be selected in accordance with the EFAD Policy on Recognition and Selection of Experts (see Appendix I page 34)

Experts will not be reimbursed for their opinions, but any previously approved expenses incurred on behalf of EFAD will be reimbursed.

Only expense claims complying with the Policy on Reimbursement will be reimbursed

EFAD Representatives

Purpose: The primary purpose of EFAD representatives is to contribute towards meeting and advancing the aims, missions and policies of EFAD, as outlined in the Strategic Plan.

Representatives will be selected in accordance to the EFAD Policy for Selecting Representatives (see Appendix II, page 36)

Representatives will not be reimbursed for their representation, but any previously approved expenses incurred on behalf of EFAD will be reimbursed. Only expense claims complying with the Policy on Reimbursement will be reimbursed

Terms of Reference for EFAD Representatives

1. Promote EFAD and dietetics whenever possible
2. Identify opportunities for collaboration with stakeholders

Responsibilities and Duties of EFAD Representatives

The duties and obligations of permanent & temporary representatives are to:

1. Represent EFAD when asked to do so by the Executive Committee, a committee chair or an ESDN lead.
2. Obtain permission to incur expenses while representing EFAD from the Executive Director, prior to accepting any invitation or incurring any costs.
3. Ensure the EFAD secretariat has full details of every event where EFAD is to be represented and that the invitation is posted on the EFAD web site
4. Complete a written report using the “meeting report template”⁸ (located on www.efad.org) within two weeks of the event and ensure this is posted on the EFAD web site, by mailing to the administrative assistant (admin@efad.org)
5. Submit expense claims to the Honorary Treasurer within 2 weeks after the event using the claims form located under Finances and Claims⁹ on the EFAD web site
6. Respond quickly to enquiries from the Executive Committee, a committee member or an ESDN member
7. Ensure that deadlines are met.
8. Permanent & temporary representatives who are also the delegates for their association should continue to carry out the duties and responsibilities described for EFAD Delegates

⁸Meeting report template available on https://drive.google.com/drive/folders/1IS6kQ3z_-JkP3PkBqPfd9KKaePoGhVY?usp=sharing

⁹ Financial claims forms available on <https://drive.google.com/open?id=1bZLzirhaPx3ZRPS1ZDqVtM73YqDj1wZA>

9. The work of the representatives is supported by the Executive Director and administrative assistant as necessary.

EFAD Reference Groups

Scientific Advisory and Reference Group (SRAG)

Purpose: To support the Executive Committee and strengthen the resolve of EFAD to achieve its mission and vision.

1. Give independent critical insights and expert advice on communication/valorisation/evaluation strategies to increase stakeholders' knowledge about the dietitian's role in making a difference to nutrition and reducing inequalities.
2. Advise on the effectiveness of dietitians at EU level in pro-actively contributing to development of policy which will impact on nutritional health.
3. Together with the Executive Committee, review activities and advise on future actions and the positioning of EFAD in Europe.
4. Comment on the EFAD Strategic Plan & Business Plan.

EFAD Committee Reference Groups

Purpose: to support the work of the committees (ELLLC, REBPC and PPC).

Reference group members are individuals prepared to offer their opinion to EFAD or to undertake work on behalf of committees, when requested.

Reference group members do not have to be members of EFAD member associations, enabling EFAD committees to draw on expertise and external advice as required. This also enables people who do not belong to an EFAD member association, to support the work of EFAD.

Membership of these groups may be offered to those who do not fully meet selection criteria for committee membership (e.g. do not belong to an EFAD member association or do not have a qualification in dietetics) or who could not be selected for committee membership because there were too many candidates for the positions available.

Chairs of EFAD committees can invite, at their discretion, additional members to join the Reference Groups.

Education Associate Members

Terms of membership

Education Associate membership is open to all Higher Education Institutions in Europe that are:

- recommended by the NDA member(s) of EFAD in their country (where these exist)
- teaching dietitians that are recognised by the National Legal Authority
- teaching (or working towards teaching) dietetics at the level described in the following standards¹⁰ at point of qualification:
 - European Academic and Practitioner Standards for dietitians
 - European Practice Placement Standards for Dietetics
 - European Dietetic Competences and their Performance Indicators
 - European Pedagogic Standards for Dietetic Practice Placement Teachers

Rights of Education Associate Members

- Attendance of all parts of the EFAD General Meeting that are not restricted to full members
- Membership of EFAD committees, working groups, specialist networks, workshops

Responsibilities and Duties of Education Associate Members

- To be involved and engaged in discussions about dietetic, educational, professional and research related matters
- To support EFADs mission, vision, aims and values
- To meet and contribute to EFAD's Strategic and Work Plans¹¹
- To pay the annual subscription fee

¹⁰ all standards are available at <http://www.efad.org/en-us/reports-and-papers/efad-standards/>

¹¹<http://www.efad.org/en-us/about-efad/governance/>

Honorary Members

Rationale for Election of Honorary Members of EFAD

Awarding an Honorary Membership of EFAD to dietitians sends out a very positive message about the profession and EFAD. It demonstrates that as a profession we celebrate and recognise the achievement of our dietetic colleagues and others as they make a significant contribution to the achievement of our Vision, Mission¹² and Strategic Plan.

Awarding an Honorary Membership sends out a message to both the profession and others that this individual is worthy of recognition. Honorary Membership tells young dietitians and others that achieving entry to the profession is only just the beginning because it is not always about what you know but also what you have actually done with what you know.

Individuals being honoured can act as inspirational role models for other dietitians and demonstrate what can be achieved. Honorary membership can also be awarded to members of the profession as a reflection of the respect and regard of their colleagues for a particularly important contribution over a long period of time.

2) Selection and Recognition

Recognition of the achievements of the person can be honoured in individual fields or combination of fields of:

- dietetic education,
- professional practice,
- research and evidence based practice
- partnership

When the achievements of the individual have also been:

- demonstrated over more than 10 years;
- actively involved in the work of EFAD and/or the profession at a strategic or national level;
- clearly recognised by others as a role model within a leadership or mentoring capacity

Honorary Members do not have to be EFAD members but must have some ongoing and significant relationship or link to the dietetic profession. It is a means by which EFAD members can recognise those people who are not in the dietetic profession but have supported and contributed to its development and profile.

Honorary Membership of EFAD is a lifetime honour. Membership is not confined to citizens of Europe however the Honorary Member should have demonstrated a significant and

¹² **Mission:** To support member Associations in developing the role that dietitians have in reducing inequalities and improving nutritional health in Europe

sustained contribution to dietetics. Honorary Members will not have to pay membership fees but they shall be entitled to receive notice of and attend conferences and other open meetings ie the non-business part of the General Meeting at their own expense.

Honorary Members may use the designation EFAD Honorary Member. They may resign at any time by sending a written statement to the Executive Director.

EFAD reserves the right to remove Honorary Membership status if the Honorary Member no longer fulfils the original criteria on which they were elected or no longer upholds the ethics, and policies of EFAD.

There is no limit to the number of honorary members EFAD can appoint.

Rights of Honorary Members

- Attendance of all parts of the EFAD General Meeting, but without right to vote

Appendices

Appendix I - EFAD Policy on Recognition and Selection of Expert Dietitians

Adopted by the 24th EFAD General Meeting 7 November 2013

Background

EFAD is called upon to give an opinion or advice on specialist areas of dietetics and nutrition. To enable EFAD to respond promptly to such requests requires a pre-selected group of recognised dietetic experts.

A policy is therefore needed to enable suitable experts to be selected in a fair and transparent manner.

Policy

The primary purpose of EFAD experts is to contribute towards meeting and advancing the aims, missions and values and policies of EFAD, as described in the Strategic Plan.

To obtain recognition as an “EFAD Expert Dietitian” a candidate must:

- Have a qualification in dietetics
- Have at least 5 years of experience in the specialist field. An advanced practitioner/specialist may also be considered an expert
- Be able to demonstrate advanced competence in the specialist field (see EDAC for definitions and competences)
- Be supported by two referees to provide further evidence of expertise

Role of experts

Persons recognised as experts by EFAD will be expected to:

1. Give independent critical insights and expert advice on strategies, position papers and other papers which EFAD wishes to initiate, promote and publish
2. Be willing to be consulted for expert advice by members of EFAD, colleagues, stakeholders and others on their specialty field
3. Be willing to represent EFAD to stakeholders

Experts will not be reimbursed for their advice, but any previously approved expenses incurred on behalf of EFAD will be reimbursed.

Only expense claims complying with the Policy on Reimbursement will be reimbursed

Process

1. A call for nominations will be made on the EFAD web site and by email to EFAD member associations, the EFAD/DIETS networks and the European Specialist Dietetic Networks.
2. The call will be accompanied by the following information:
 - a. A description of the fields for which experts are required
 - b. The time frame for which representation is required
 - c. An initial deadline for receipt of nominations, although nominations of experts will be welcome at any time
 - d. A list of documentation required to support the nomination

- e. The address to which nominations should be sent (usually the Executive Director)
 - f. The selection criteria
3. The Executive Committee will normally delegate the selection process to the Research and Evidence Based Practice Committee.
 4. Their recommendations will be forwarded to the Executive Committee for approval.
 5. The decision of the Executive Committee will be final, and discussion with candidates or nominating organisations will not be entered into.
 6. All candidates will be informed of the decision of the Executive Committee by email.

This process will be followed whenever possible, but there may be circumstances when it cannot, such as in cases where an expert representative is required on an ad hoc/temporary basis at short notice.

Appendix II -EFAD Policy on Selecting Representatives, Committee Members and European Specialist Dietetic Network members

Adopted by the 24th EFAD General Meeting 7 November 2013

Background

The work of EFAD has increased rapidly in recent years, to the extent that the Executive Committee can no longer undertake every opportunity to promote and advance dietetics themselves. To ensure that EFAD can advocate for dietetics effectively and on an increasing scale it is necessary to appoint representatives who are able to undertake this role.

In addition the work plans of EFAD have increased to the extent that they can no longer be delivered by the EC members alone. There are currently three standing committees (Professional Practice, Research and Education) and there will be a need for more committees in future, either on a permanent basis or as small ad hoc committees or working groups, who will be convened to undertake a specific task and then disbanded.

A policy is required to enable suitable EFAD representatives, committee and working group members to be selected in a fair and transparent manner.

Policy

The primary purpose of EFAD representatives, committee members and working group members is to contribute towards meeting and advancing the aims, missions and adopting the values of EFAD, as described in the Strategic Plan.

Process

1. A call for nominations will be made on the EFAD web site and by email to EFAD delegates. Depending on the role to be filled a call for nominations might also be sent to the EFAD/DIETS networks, the European Specialist Dietetic Networks or other stakeholders, and might also be placed on the EFAD LinkedIn group or the EFAD Facebook.
2. The call will be accompanied by the following information:
 - a. A description of the role
 - b. The time frame for which representation is required
 - c. The deadline for receipt of nominations
 - d. A list of documentation required to support the nomination
 - e. The address to which nominations should be sent (usually the Executive Director)
 - f. The selection criteria
3. The Executive Committee will decide on the selection criteria and which of their members will be involved in the selection process.
4. After the deadline for nominations has passed all nominations and supporting documentation will be forwarded to the selection panel.
5. Their decisions will be forwarded to the Executive Committee for approval.
6. The decision of the Executive Committee is final, and discussion with candidates or nominating organisations will not be entered into.
7. All candidates will be informed of the decision of the Executive Committee by email.

This process will be followed whenever possible, but there may be circumstances when it cannot, such as in cases where a representative is required on an ad hoc/temporary basis at short notice.

Appendix III - Aims of Professional Practice Committee

The Professional Practice Committee (PPC) aims to support EFAD National Dietetic Associations to enhance the professional practice of its members thereby safeguarding safety and welfare of dietetic service users and building societal trust in the dietetic profession.

The PPC will achieve this by:

1. working together with EFAD member associations to define best practices to maintain the integrity of the profession
2. facilitating the use of standardized language and work processes
3. sharing norms on professional quality (competence)
4. monitoring performance levels within Europe of professional practice and supporting improvement
5. prioritizing areas for development of the profession as a whole to ensure accountability and safe dietetic practice

Priorities – see mission and vision paper¹³

Performance indicators– see Annual Work Plans¹⁴

Relationships with other EFAD committees and networks

LLL committee: support the development of dietitians in education and LLL

REBP: support the use of a standardized language in research.

ESDN: support the development of dietetics in their field of interest through recognition and enhanced professional practice

¹³ Mission & Vision paper available on <http://www.efad.org/en-us/professional-practice/mission-and-vision/>

¹⁴ EFAD annual work plans available on <http://www.efad.org/en-us/about-efad/governance/>

Appendix IV - Aims of Research and Evidence Based Practice Committee

Purpose: To embed evidence-based working in dietetic practice

Aims:

1. Propose and implement strategies for the development of an evidence-based approach to practice for European Dietetics which supports the strategies of Member Associations (Taormina Declaration, EFAD 2007)
2. Using best practice of member Associations and Higher Education Institutions (HEIs) advise on mechanisms for establishing an evidenced-based approach for dietitians working and studying within Europe.
3. Encourage developmental opportunities and opportunities to use, share and discuss best practice in dietetic research.
4. Proactively engage with European (health) professional groups, HEIs and others to contribute to dietetic research in Europe.
5. Advise the EC about participation in research projects which EFAD is invited to participate in.
6. Proactively seek opportunities to raise funding for, and participate in, research

Performance indicators– see Annual Work Plans¹⁵

Relationships with other EFAD committees and networks

LLL committee: support the development of dietitians in research

PPC: support the use of a standardized language in research.

ESDN: support the development of dietetics in their field of interest through dietetic research

¹⁵EFAD annual work plans available on <http://www.efad.org/en-us/about-efad/governance/>

Appendix V - Aims of Education and Lifelong Learning Committee

Purpose: To embed Lifelong Learning in dietetic practice

1. Propose and implement strategies to embed Lifelong Learning (LLL) and dietetic competences for European Dietetics which supports the strategies of Member Associations
2. Using best practice of member Associations and Higher Education Institutions (HEIs) advise on mechanisms for embedding Lifelong Learning for dietitians working and studying within Europe
3. Support the development of dietitians in their educational role of other health care professionals in their understanding of nutrition and dietetics
4. Liaise as appropriate with other European professional groups and monitor the developments in education and LLL of other health professionals
5. Make recommendations to the EC on recognition of European Specialist Dietetic Networks

Performance indicators– see Annual Work Plans¹⁶.

Relationships with other EFAD committees and networks

REBP committee: support the development of dietitians in LLL and research

PPC: support the use of nutrition care process and standardized language in education.

ESDN: support the development of dietetics in their field of interest through embedding of advanced competences

¹⁶EFAD annual work plans available on <http://www.efad.org/en-us/about-efad/governance/>

Appendix VI - Criteria for recognition of EFAD European Specialist Dietetic Networks

An ESDN can be formed by any group of dietitians with an interest in a dietetic speciality.

To obtain EFAD recognition the ESDN must:

1. Have members from at least 6 EU member states
2. Have some members who meet the EFAD criteria of an expert (see appendix I page 31) in the dietetic speciality of the network
3. Permit any dietitian or student dietitian interested in the speciality field to join the network
4. Submit a written plan for developing the advanced competences for their speciality
5. Provide the EFAD EC with a list of members, including the organisations they represent and indicating which members are experts

The Executive Committee will normally delegate the recognition process to the Education and Lifelong Learning Committee. Their recommendations will be forwarded to the Executive Committee for approval. The decision of the Executive Committee will be final.

Appendix VII – Responsibilities of the EFAD Bookkeeper

- Manage receivables and accounts payable including money transfers
- Assignment and booking of receipts for cash payment and invoices
- Claims for travel expenses (President, Executive Director, Administrative support, seven EC members, three Committees each 5-6 Persons and EFAD Representatives incl. EFSA reimbursements)
- Reconciliation of giro and deposit accounts (payable Investment, interest, ...)
- Collaboration with the Honorary Treasurer by monthly and annual financial statements
- Advanced return for tax on sales/purchases if EFAD becomes a profit-making company
- Monthly payroll accounting for employees
- Updating on bookkeeping software
- Managing collection of annual subscription fees and membership application fees
- Payment of wages and expenses, banking and credit card transaction
- Collaborating with the tax consultant, auditor and the wages clerk to update EFAD data and answer questions
- Updating registration of EC members at the Chamber of Commerce
- Answering EFAD member queries on financial matters and liaising with relevant members of EFAD.

Appendix VIII – Responsibilities of the EFAD Administrative Assistant

Main Duties (brief description):

- To support the Executive Director, Project Officers and Communications Manager to ensure the efficient and effective administration of all office and organisational procedures in support of the work of the Secretariat and Executive of EFAD
- To support and provide a co-ordinating point for information concerning EFAD in conjunction with delegates
- To provide support for EFAD dissemination activities eg post or supply information on web-site, distribute information concerning activities of EFAD both externally to stakeholders and internally.
- To provide administrative support for working groups and other meetings of EFAD and ad hoc working parties as directed.
- To provide administrative support, as and when required, for events as designated by the Executive Committee. eg. Organising meetings venues, issuing invitations, coordinating attendance.
- To maintain an accurate record of all work undertaken on appropriate timesheets, which must be submitted regularly to the Executive Director for countersigning

Non-exhaustive list of Tasks:

- Support in ensuring that all external communications are accurately passed onto the appropriate person to deal with.
- Maintain the online (web-based) office filing system: ensuring that documents are accurately labelled, kept up to date and accessible
Support in event organisation and travel booking
Help maintain and develop web site
- The administrative assistant may be required to undertake other duties as required

Appendix IX – Guidelines for the preparation of an EFAD Paper describing the Role of the Dietitian in a Speciality Field

Definition

A position paper is a paper written for people other than dietitians to explain the consensus view of dietitians on a particular topic. A position paper is the official view of EFAD on a particular topic and can be used by governments or others to inform their understanding.

Purpose of a Position Paper

To clarify the position of EFAD within a specific field
To enable EFAD to lobby/respond to enquiry/proactively influence
To state what European dietitians can uniquely contribute and the impact (on nutritional health/quality of life/cost)
To promote our profession
To support NDA members

Method

A position paper will be commissioned by the Executive Committee

A draft position paper could be prepared by a single person, a small group of people convened to produce the paper, an EFAD committee or a National Dietetic Association.

There are so many position papers that we need to make sure that new papers add something and do not duplicate effort. The author(s) of the draft must review what has already been produced (eg. ESPEN, ADA, NDAs, COPORE documentation)

The draft position paper will then be reviewed by the EFAD Executive Committee, who will then forward it to the Member Associations for comment and refinement.

The final version of the position paper will be presented to the General Meeting for adoption.

A position paper can only be adopted by EFAD if it is accepted by more than 2/3 of the EFAD Member Associations.

Guidance on Content

1. A position paper should have a maximum length of 1 page, single-space.
2. A short summary for use as a press release should also be prepared
3. The actual body of the paragraphs on the topic should contain the following elements:
 - I. Position of EFAD

- Statement on role of dietitian (i.e. dietitian has role because <enter scientific background>)
 - II. Definition of the Condition/ Topic
 - III. Contribution/ Role of Dietitian
 - In different fields (including behavioural change, Education, Leadership)
 - Cost effectiveness
 - IV. Standard statement about EFAD
 - V. Short list of references
4. Use the name of EFAD, or European dietitians when discussing a position, not “I, we or they”
 5. Long essay type position papers which rewrite the history of the situation are counter-productive. A simple statement that is to the point is best.
 6. A briefing paper, containing supporting information, including references can be prepared to support the Position Paper

EFAD “Role of a Dietitian in a Specialty Field” template



Title

Position of EFAD

- Statement on role of dietitian (i.e. dietitian has role because <enter scientific background>)

Definition of the Condition/ Topic

Contribution/ role of Dietitian

- In different fields (including behavioural change, Education, Leadership)
- Cost effectiveness

Standard statement about EFAD

References

Appendix X – Guidelines for the preparation of EFAD Position Papers

A position paper can also be called a *point of view paper*.

A position paper presents one side of an arguable opinion about an issue and should persuade the audience there is an evidence based and well-founded knowledge of the topic being presented

Therefore, the goal of a position paper is to convince the audience that our opinion is valid and defensible so it is important that all sides of the issue are addressed. It therefore goes without saying that the validity of our statements, as well as any counterclaims, should be discussed to convince the audience that EFAD is well informed about both sides.

The position paper should be presented it in a way that is easy for the audience to understand.

1. Important questions which should be asked before deciding to write a position paper;

- Is anyone else interested? Will it catch the reader's attention?
- Does it, or could it, propose a plan of action (eg lead to an EFAD policy paper)

2. It is then helpful to ask these questions before writing a position paper to make sure that a strong evidence based argument can be produced;

- Is it a real issue, with genuine controversy and uncertainty?
- Can we identify at least two distinctive positions?
- Are we professionally (and is anyone personally) interested in advocating one of these positions?
- Is the scope of the issue narrow enough to be manageable?
- Can the topic say something specific, prove it, and where applicable, propose a plan of action?
- Do we have enough material or proof to support an EFAD position/opinion?

Sample Outline¹⁷

I. Introduction

- Introduce the topic

¹⁷<https://www.sfu.ca/cmns/130d1/WritingaPositionPaper.htm>

- Provide background on the topic to explain why it is important
- State the opinion/thesis (our view of the issue).

The introduction has a dual purpose: to indicate both the topic and our approach to it (our thesis statement), and to get the reader's interest in what you have to say.

II. Counter Argument

- Summarize the counterclaims/alternative views and provide supporting information for counterclaims
- Refute the counterclaims by give evidence for the position/argument

You can generate counterarguments by asking what someone who disagrees with us would say about each of the points we've made or about our position as a whole. Then consider how we can respond to them explaining why our audience should accept your argument because it is stronger than any opposing arguments.

When we are summarizing opposing arguments we should be charitable by presenting each argument fairly and objectively, rather than trying to make it look foolish. We need to show that we have seriously considered the many sides of the issue, and that we are not simply attacking or mocking our opponents.

It is usually better to consider one or two serious counterarguments in some depth, rather than to give a long list.

Of course, if when considering a counterargument we change our position, we need to go back and revise the original argument!

For more on counterarguments

visit: <http://www.unc.edu/depts/wcweb/handouts/argument.html>

III. Our Argument

Work through each point of our evidence/claim systematically

- Provide our educated and informed opinion
- Provide support/proof using more than one source (preferably three)

We should have at least 3 overall points to support our argument, but we should not have fewer.

IV. Conclusion

- Restate the argument
- Provide a plan of action but do not introduce new information

The simplest and most basic conclusion is one that restates the thesis *in different words* and then discusses its implications.

Appendix XI – Guidelines for the preparation of EFAD Policy Papers

Policy papers are written in the form of a white paper, which offer;

- Authoritative perspective on or *solution(s) to a problem*
- Guidance for decision makers with expert opinions, recommendations or the practicality of its “bottom line”
- Thoroughly researched paper – in an academic/professional environment – richly accompanied by endnotes and analytical research.
- A paper (and solution) which reflects the decision-maker’s primary concerns.

Policy papers can also take the form of a briefing paper (other information may also be provided¹⁸) which typically provides a decision maker with an overview of an issue or problem, targeted analysis and usually actionable recommendations.

Policy papers rely on our authority over the deep research that we have done on the issue or problem. *Our credibility will, as policy ‘analysts’, rely on our ability to locate and account for any counterarguments to our recommendations.*

The paper must pay close attention to the audience, professional expectations and jargon of the targeted decision makers and of course the structure and flow of our argument.

Policy papers will:

- Define the problem or issue; highlight the urgency of the problem based on data (and state significant findings). Objectivity is our priority here.
- State how we have arrived at the findings or recommendations through analysis of qualitative or quantitative data. Any conclusions we make should make sense of the data and not misrepresent it. Data should be replicable.
- Summarize findings or state recommendations which are specific or other findings in response to specific problems; we must avoid generalizations.
- Explain the key assumptions and methodology underlying our analysis and prioritize the criteria we have relied on to assess evidence.
- Produce recommendations which have been developed using a ‘theory of change’. This will analyse the options and trade-offs according to our methodology and assess feasibility. In other words *What are the pros and cons? What is feasible? What are the predictable outcomes?* This should be logical progression and always supported with relevant data.

¹⁸Briefing books and white papers often accompany an oral briefing that targets key findings or recommendations. The decision maker then refers to the extended paper for the deep analysis that supports the core findings and/or recommendations.

- Address any possible objections counterarguments, caveats, alternative interpretations, and reservations to the findings or recommendations. We should be especially sensitive to the likely counterarguments that a decision-maker would face in implementing or acting on our recommendations or findings.
- Suggest next steps and the implications of the findings or recommendations. We can briefly address the feasibility of next steps or explore the implications of our analysis.
- Provide conclusions which are succinct and which reminds the decision maker of the big picture, the overall goal, the necessity of the investigation, or of the urgency for action. This answers the “Who cares?” question that reminds the reader of the value of the research and recommendations. **Especially remember that if we are targeting a decision maker we need to reflect the decision-maker’s primary concerns.**¹⁹

Policy Paper Outline

a) Introduction/Background

Keep it short and to the point. This section frames the issue.

b) Problem Statement

The problem statement may come at the end of the introduction. It concisely identifies the problem to be solved. It may be in the form of a question.

c) Objectives

Identify the objectives of the entity that is trying to solve the problem. Usually, the entity is a country or an alliance, but it can also be a transnational ‘actor’ eg the European Parliament. Focus on a single decision-maker or decision-making body. It is best to work from an official list in a government document or leadership statement. Consider the domestic political goals that may be associated with your policy recommendation. Defense issues can rarely be decided without considering domestic issues.

d) Options

Enumerate the options and describe them briefly. It is common to provide three options, but don’t force it to that. For and against arguments do not constitute two options. Give the decision-maker some choices.

e) Analysis of Options

How does each option serve the objectives listed above and what are the other cost issues associated with each? Consider positive and negative externalities. You should be sensitive to the options’ domestic political repercussions.

f) Recommendation

Select the best option and restate why it is the best. Do a reality check. Does the recommendation solve the problem; is it actionable? **Your recommendation should ideally be a stand-alone, and not require another iteration of the process to figure out how to implement it.** A good recommendation is never a suicide pact!

¹⁹ Adapted from Luciana Herman (2013)

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²⁰http://www.xavier.edu/library/students/documents/position_paper.pdf