



## **Training and alignment workshop as kick-off of the expert consultation meetings**

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### **Deliverable 9.3**

03/2018



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### Short Description

The report provides an overview of discussions and conclusions from the EUCalc training workshop, that took place in November 2017 in Vienna, Austria. The report reflects on and complements the work on stakeholder mapping and co-design workshops, published as Deliverable 9.2 and Deliverable 9.4, and aims at supporting the implementation of the EUCalc co-design process.

### Quality check

<b>Name of reviewer</b>	<b>Date</b>
Katja Firus, T6	7 March 2018
Christiane Walter, PIK	6 March 2018

### Statement of originality:

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

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## 1 Introduction

In this report, we summarize presentations, discussions, and our key takeaways from the training workshop for the EUCalc expert consultation meetings that took place back to back with the 3<sup>rd</sup> EUCalc Assembly meeting, in November 2017 in Vienna, Austria. The report complements the standard setting work on stakeholder mapping and co-design workshops, published as Deliverable 9.2 and Deliverable 9.4 respectively.

The two mentioned deliverables were produced collaboratively at an early stage of the co-design process and this training workshop in Vienna created an opportunity for the EUCalc team to review them in the context of already implemented expert consultation meetings<sup>1</sup> and to dialogue about a range of strategies for making the most productive use of stakeholder input based on lessons learned.

The workshop was therefore timed to incorporate the experience from the WP1 and WP5 expert consultation workshops and to support the realization of co-design events in 2018, entailing adjustment of timing compared to what was anticipated in the DoA.

The workshop involved 20 members of the EUCalc team, representing all 13 partner organizations. It included highly interactive, plenary and small group, discussions.

Some of our key takeaways include the following and are presented and highlighted in boxes throughout this report.

- ❑ It is preferable to have a clear idea of levers and potential ambition levels prior to a workshop in order to focus discussions; however we should also be open to adding levers if the expert consultation reveals need.
- ❑ Mapping of invitees, speakers, and participants for geographic, gender and sector diversity will be desirable in terms of ensuring the project reaches out to all potential sets of supporters.
- ❑ Workshop invitees are the basis of a network of influencers and supporters for all future steps within the project related to i) call for evidence, ii) communication, iii) dissemination, and iv) the use and wide dissemination of the EUCalc tool.
- ❑ Private sector is the target group that we need to make most additional effort to include in the consultation process and all future parts of the process, including i) call for evidence, ii) communication, iii) dissemination and iv) the use and wide dissemination of the EUCalc tool.
- ❑ A separate consultation process with policy makers, focusing on European Parliamentarians' offices and especially the rapporteurs and members of ITRE (Committee on Industry, Research and Energy) and ENVI (Committee on the Environment, Public Health and Food Safety) committees.
- ❑ Efforts should be made to coordinate with and integrate inputs from our sister projects INNOPATH and REINVENT especially in the stakeholder process.

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<sup>1</sup> WP1 workshop "Exploring lifestyle changes in Europe", June 2017 (see Deliverable 1.6) and the WP5 workshop "Electricity Supply-modeling challenges and solutions for a low carbon Europe", October 2017 (see Deliverable 5.4).

For more information on the framework for Stakeholder mapping and to see detailed guidelines for the preparation and organization of the EUCalc Co-design events, please consult the following reports on the EUCalc website:

- ❑ [Deliverable 9.2 Stakeholder mapping](#)
- ❑ [Deliverable 9.4 Method for implementation of EUCalc co-design process](#)

## 2 Stakeholder Mapping

### 2.1. Criteria

The workshop began by reviewing and discussing the criteria for stakeholder mapping and engagement.

The stakeholder mapping is led by the respective WP leaders with support from SEE Change Net, other EUCalc partners, and the Advisory Board. Its purpose is to identify expert individuals/institutions across Europe who can best contribute to the EUCalc co-design process in terms of i) validating the findings of sectoral analysis and ii) filling information gaps identified during the analysis.

Like described in Deliverable 9.2, following the initial scoping, the stakeholder prioritisation is guided by the SCL (saliency, credibility & legitimacy) framework which highlights the three key factors regarding the production of "usable science" in informing decision and policy making:

- ❑ Saliency (relevance),
- ❑ Credibility (scientific soundness),
- ❑ Legitimacy (unbiased conduct that considers, among other factors, differing views and positions).

As discussed during the workshop, the three criteria have proven useful thus far in assessing the relative importance of stakeholder participation and support, in terms of collecting expert input (credibility) and at the same time capturing the richness of scientific and social debate on a specific matter (e.g. legitimacy following from different expert views and perspectives across geographies or sectors). Since the EUCalc tool is primarily intended for use by policy and decision makers in EU institutions, businesses and civil society, the engagement of scientific officers and experts within these institutions / businesses / organizations is expected to contribute to the EUCalc's relevance (saliency).

**Takeaway: As part of a small-group exercise, each WP team produced a map of institutions/stakeholders, clustered according to levers and hot-button issues that ought to be discussed in the upcoming WP(x) expert consultation workshops and according to their predominant roles (ex. knowledge providers, end users, etc.), which will be further expanded as part of the Stakeholder Log (see Deliverable 9.2).**

**Takeaway: The EUCalc LinkedIn group has been established as a professional networking tool to help share contacts regarding known expert stakeholders and**

**identify reach out to new possible contactees/experts, especially in the private sector.**

**Takeaway: EUCalc is one of three critical HORIZON 2020 projects whose results contribute to the work of the EC High-level Panel of the European Decarbonisation Pathways Initiatives (EDPI). As a way to foster cooperation and interaction between the projects (EUCalc, REINVENT, INNOPATHS), the EUCalc team will invite and include REINVENT and INNOPATHS representatives in the stakeholder co-design events and follow-up consultations.**

**Takeaway: Following the lessons learned from implemented expert consultation workshops, the private sector is the target group that we need to make most additional effort to include in the consultation process and all future parts of the process including i) call for evidence, ii) communication and iii) dissemination of the EUCalc tool.**

**Takeaway: In line with the criteria for stakeholder engagement in expert co-design workshops, a separate consultation process will take place with policy makers, focusing on European Parliamentarians offices and especially the rapporteurs and members of ITRE and ENVI committees.**

## 2.2. Targets

As already noted in Deliverable 9.2, to arrive at a desired list of stakeholders who will be useful, relevant, meet gender and geographic spread criteria to make sure that they are truly representative, the EUCalc partners however need to create a much larger list of possible candidates, review them against the criteria and then assuming leakage invite probably 3 or 4 times as many stakeholder than ideally needed. During the workshop, we discussed and agreed on specific target numbers.

**Takeaway: At least 100 stakeholders need to be identified in each WP, of which ideally 30 of them, but at least 20 will take active part in the EUCalc co-design process, either by participating in the workshops or through other means of engagement.**

**Takeaway: Of those involved, at least 10 stakeholders per WP should participate and send feedback as part of the Call for Evidence consultation process. Others should be engaged through communication tools (Tweets, News, etc.)**

## 2.3. Engagement

Given the types of stakeholders we intend to make links with (e.g. busy, geographically dispersed, etc.) it is not always possible to ensure desired representation in the expert consultation workshops. Therefore, calling a co-design workshop remains a critical, but not a single step, of our stakeholder mapping and engagement strategy.

As discussed during the workshop, stakeholder mapping and engagement should be seen as a longer process of making valuable links through mapping, contacting, inviting, engaging,

surveying, and if necessary visiting<sup>2</sup> to make sure that by the time the Call for Evidence is launched each WP has at least 20 if not 30 stakeholders who are engaged and ready to support and promote the EUCalc.

Additionally, in order to incentivise higher response and participation rate, we agreed to the following:

**Takeaway: Workshop invitation letter should be sent at least 3 months in advance to allow invited stakeholders to plan accordingly. Follow up phone calls are advised given that many invitees are busy persons with an overflowing inbox and limited time to respond to emails from unknown correspondents.**

**Takeaway: The workshop invitation letter should give a good indication of the EUCalc purpose, and accordingly also of stakeholders/expert contribution, by highlighting the fact that the EUCalc is one of three critical HORIZON 2020 projects whose results feed into the EC High-level Panel of the European Decarbonisation Pathways Initiatives (EDPI) and is specifically designed for facilitating fact based debate amongst policy and decision makers. Policy input and expert networking aspects of the EUCalc workshops should be clearly indicated, as well as the high esteem of the EUCalc team (partners).**

**Takeaway: Stakeholders who could not take part in the workshops should remain part of consultations, unless otherwise requested. This relates to sharing of workshop related material (e.g. published on the EUCalc website), consequent feedback/conversation and later i) call for evidence, ii) communication and iii) dissemination of the EUCalc tool.**

## 3 Expert Co-design Workshops

### 3.1. EUCalc scope

As described in detail in D9.4, to the extent possible, stakeholders should be briefed early in the process about the purpose, scope and boundaries of the EUCalc project, as well as its intended end-uses and -users. This perspective is assumed to enable the stakeholders to better understand their roles and to generate inputs and ideas useful to the project's overall goal. This was again presented during the workshop in Vienna.

**Takeaway: The expert consultation workshop should start with a brief overview of the EUCalc (scope and methodology) followed by clarifying Q&A discussion. SEE Change Net team, together with the professional facilitator, will provide timely advice to the WP(x) lead partners about the content and delivery of such presentation.**

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<sup>2</sup> This may mean that resources allocated to bringing stakeholders to workshops might have to be re-allocated to allow travelling to visit key stakeholders; esp. in the case of the private sector.

### 3.2. Problem setting

As already indicated in Deliverable 9.4, given a close relationship between problem-setting and solution-finding, the WP teams should clearly state questions to be answered or gaps to be filled so that the stakeholders understand the specific task or problem they are asked to address.

There has been already a well established practice of preparing and sharing the discussion material ahead of the workshop, which should be continued in the future.

**Takeaway: Ahead of the workshop, the respective EUCalc partner in charge of the workshop, together with the SEE Change Net and the respective WP lead support, should prepare the following materials to be given to participants:**

- ✓ **Brief overview of the EUCalc (scope and methodology)**
- ✓ **Brief overview of the literature reviewed and key findings of the WP/sectoral analysis**
- ✓ **Key questions and issues of the workshop including where possible a draft description of levers and ambition levels and/or outputs**
- ✓ **Worksheets and other forms that should be completed during the workshop or facilitate workshop goals and objectives**

### 3.3. Follow up

As already noted in Deliverable 9.4, after the workshop has been implemented, the EUCalc partner in charge of the workshop and SEE Change Net will draft a report that summarizes the information on what was learned or confirmed during the workshop. The report should also include the information on next steps and how the findings from the workshop will be used to inform additional research and shaping of the EUCalc tool.

**Takeaway: WP leads, with support from SEE Change Net team, should produce the workshop report within 3 months after the workshop at the latest. The report will either serve as the final project Deliverable or feed into it.**

**Takeaway: Designing follow up modalities that enable stakeholders to continue to cooperate constructively is critical. Follow up modalities should/may include some of the following:**

- ✓ **The workshop evaluation**
- ✓ **Feedback to the workshop report or WP(x) page on the EUCalc website**
- ✓ **Consequent survey/questionnaire**
- ✓ **Tele conference call on a specific issue**
- ✓ **Recommend additional stakeholders/contacts for consultations (Linkedin)**
- ✓ **Other actions as required**

### 3.4. Privacy

Deliverable 12.1 specifies procedures in regard to ethical issues for the involvement of external participants in the research. It provides information on the informed consent procedure that will be implemented for the participation of humans. The deliverable 12.1 serves all project partners as a guidance document.

**Takeaway: To make sure that invited stakeholders understand in advance of attending the workshop how the workshop will be conducted and how information from it will be used, SEE Change Net will include the Informed Consent Form as part of the Terms of agreement in the online registration for the workshop (in addition to signing a copy at the workshop).**

### **3.5. Location**

As already indicated in Deliverable 9.4, selecting locations for workshops, including back to back events, is likely to determine to a great extent the profile of stakeholders represented.

**Takeaway: Consider venues/locations that enable minimum carbon footprint and maximum representation**

### **3.6. Catering**

Beginning with the expert consultation workshop in Brighton, the EUCalc workshops have evolved to reduce events' carbon footprint: carafes and glass containers instead of plastic bottles, reduced packaging and plastic items, minimum printed material and proper vegetarian lunch to reduce meat products.

**Takeaway: Consider catering services that can support producing and executing a plan of event working towards a better and resource efficient food system.**

### **3.7. Photographs**

We need quality photographs from the workshops for the EUCalc Newsletter, website and social media.

**Takeaway: Consider hiring professionals or renting equipment to support taking high quality photographs during the workshops.**

## **4 Conclusions**

Co-design with and engagement of relevant experts and stakeholders (Policy Makers and Planners, Academia and Science. Civil Society, Private Sector) is a critical component to the building of, and later dissemination and usage of the European Calculator (EUCalc).

The training workshop created an opportunity to align the EUCalc team on the organisation and implementation of expert consultation workshops and has provided important information to those who will organise workshops in the future. It has also allowed the EUCalc team to get to know the professional facilitators (and vice versa) which will also allow an easier alignment of the implementation of expert consultation workshops.

While it is recognised that the EUCalc partners have extensive networks, experience in stakeholder consultations and in depth knowledge in their specialist field the main conclusion of this alignment exercise is that it has helped to broaden thinking about the range and profile of stakeholders, to create a uniform information gathering opportunity across all work packages and link specialist knowledge across WP's, between stakeholders and amongst sister INNOPATH and REINVENT partners in a way that breaks down silos and encourage comparability and common understanding around challenges and pathways.

The training workshop complemented the standard setting work on stakeholder mapping and expert consultation workshops, already published as Deliverable 9.2 and Deliverable 9.4 respectively. In other words, the three deliverables D 9.2, 9.3 and 9.4 can be considered a "package" of standards and guidelines for organising the EUCalc co-design process.

## 5 References

- EUCalc (2017): Stakeholder mapping (Deliverable 9.2)
- EUCalc (2017): Method for implementation of EUCalc co-design process (Deliverable 9.2)
- EUCalc (2017): Exploring lifestyle changes in Europe to the horizon 2050 (Deliverable 1.6)
- EUCalc (2017): Ethics requirements – procedures and criteria to identify research participants in EUCalc – H – Requirements No. 1 (Deliverable 12.1)

## Annex: Agenda

### European Calculator 3rd Project Meeting

#### "Training and alignment workshop as kick-off of the expert consultation meetings" Annotated Agenda

Thursday, 16th November 2017. (URANIA, Uraniastraße 1, 1010 Vienna, G)	
When?	What?
<b>9:00</b>	Stakeholder engagement alignment workshop – URANIA top level floor
9:20	<p><b>Welcome, Workshop Goals, Overview of Day:</b> Introduction of goals (Garret SEE Change Net). What experience of stakeholders to date; II. Which types of stakeholder? III Are you already organizing a workshop and when? (facilitator: Adrian, 4sing)</p>
9:40	<p><b>What we want from stakeholders:</b> <b>Slides presentation (Ana SEE Change Net)</b></p> <ul style="list-style-type: none"> <li>- Criteria for selection of stakeholders: What are their needs and what inputs do we need from them?</li> <li>- Present how we prepare a workshop: see the selection of stakeholders as sources of legitimacy and knowledge;</li> <li>- Examples from existing workshops of people who were key source of information/actor for using it/also insider/outsider. Include detractors: tool not a mode.</li> <li>- Discuss</li> </ul>
10:00	<p><b>Stakeholder mapping:</b> <b>Adrian</b> helps participants tack between theory and practice. Participants start working:</p> <ul style="list-style-type: none"> <li>- Form small groups (corresponding to up-coming co-design workshops) and name the levers and hot-button issues that really must be discussed in up-coming workshops;</li> <li>- Given these levers and hot button issues, who would be the people needed for this? Name people as well as institutions.</li> </ul>
10:20	<p><b>Invitees for the Work Packages.</b> <b>Adrian</b> shows graphic: "Importance of stakeholder for bringing in expertise" and "Importance of stakeholder as a user of end product":</p> <ul style="list-style-type: none"> <li>- Groups place mapped stakeholders on these graphs;</li> <li>- Review the issues and graphs in plenary</li> <li>- Have an overview at the end of "are we missing anybody"?</li> </ul>
<b>11:00- 11:20</b>	<b>Coffee Break</b>
11:20	<p><b>Beyond workshops, e.g. calls for evidence/spreading use of EU Calc</b> Slides (Ana SEE Change Net) and we discuss:</p> <ul style="list-style-type: none"> <li>- How we make sure that stakeholders feel their input is included.</li> <li>- How we make sure the input is indeed integrated.</li> <li>- What concrete questions do we ask stakeholders in the meetings?</li> <li>- And remember, what we want with different categories of stakeholder may be distinct.</li> <li>- Request to populate on-line tables (Stakeholder log) with the contacts we already have.</li> <li>- How to turn from discrete opportunity into an on-going one.</li> <li>- How to broaden the list.</li> <li>- If key people are not in the room, how do we get them on-board.</li> </ul>

## Annex: Attendees

<b>Name</b>	<b>Surname</b>	<b>Organization</b>
Jonathan	Buhl	Facilitator (assistant)
Francesco	Clora	UCPH
Luis	Costa	PIK
Alex	Finck	CMF
Katja	Firus	T6ECO
Bernd	Hezel	CMF
Judit	Kockat	BPIE
Jürgen	Kropp	PIK
Vincent	Matton	Climact
Farahnaz	Pashaei Kamali	TU Delft
Ana	Rankovic	SEE Change Net
Marc	Stettler	Imperial
Garret	Tankosic-Kelly	SEE Change Net
Adrian	Taylor	Facilitator
Emily	Taylor	Climact
Boris	Thurm	EPFL
Stefania	Tron	ÖGUT
Marc	Vielle	EPFL
Christiane	Walter	PIK
Hannes	Warmuth	ÖGUT
Rachel	Warren	UEA
Wusheng	Yu	UCPH
Laszlo	Zentko	Pannon

## Annex: Word Cloud / Evaluation

