



Stakeholder mapping

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Main authors	Ana Rankovic, Ivana Rogulj, Garret Tankosic-Kelly
Partner in charge	SEE Change Net
Contributing partners	All
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Short Description

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).

This report describes a set of standards developed by the EUCalc team for stakeholder mapping and engagement in order to maximize the value of the co-design process and increase the usefulness of the EUCalc for policy setting and decision-making. This process will have a triple benefit; i) supporting the EUCalc's scientific soundness (credibility), but also ii) ensuring its relevance (related to saliency) and iii) its unbiased transparent conduct that considers, among other factors, different perspectives and positions (related to legitimacy).

Quality check

Name of reviewer	Date
Katja Firus, T6	18.07.2017.
Christiane Walter, PIK	21.07.2017.

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This deliverable contains original unpublished work except where clearly indicated otherwise.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 Executive Summary

The key groups of stakeholders identified in the design process of the EUCalc project were Policy Makers and Planners, Academia and Science, Civil Society and the Private Sector.

Identification of and engagement with the relevant stakeholders within these groups is a critical component to the building of, and later dissemination and usage of the EUCalc.

This report includes a framework for stakeholder mapping, with the goal to enlarge the knowledge base of the research and modelling work within the EUCalc project. It will directly affect the mission of the project, and in the first instance help provide relevant inputs and highlight choices for European energy and climate pathways. In the second instance, as the EUCalc is envisaged primarily as a tool to aid decision making and policy discussion it is intended that many of the mapped stakeholders will become proponents and/or users of the EUCalc.

The project partners will follow the logic and criteria outlined in the report for identifying and targeting stakeholders from the specific groups (Civil Society, Private Sector, Policy Makers and Planners, Academia and Science). Identification of the stakeholders will include information collection and analysis, necessary for the recognition of specific stakeholders' contribution in line with the objectives and needs of the project.

The information on the stakeholders identification and engagement will be managed transparently, as the project team will report on all stakeholder interactions taking place within the EUCalc project (see Del. 9.4), while the personal and confidential data will be managed in line with the project procedures (see Del. 12.1, Del. 11.2).

A separate deliverable (Del. 10.4) is being prepared to cover the dissemination and communication elements and will also focus on the stakeholders mapped and identified through this process.

2 Introduction

"Our aim is to put the power of the most sophisticated energy and climate model in the hands of policy and decision makers, by using co-design to build an intuitive, easy to use interface"

Jeremy Woods, Imperial College London

The mission of the European Calculator (EUCalc) project is to provide decision makers with accessible modelling solution to simulate pathways for energy, GHG and social implications of lifestyle and energy technology choices in Europe. We call the model the "European Calculator" or EUCalc because it will model these pathways for 28 member states as well as Switzerland.

The EUCalc's mission is ambitious in a limited timeframe. It clearly requires leveraging existing work, and significant support from key experts and stakeholders. Co-design is therefore one of the cornerstones of the EUCalc project. In addition to collaboration inside the EUCalc project team¹, co-design entails strong and early engagement of relevant audiences and stakeholders from different segments of society (including Civil Society, Private Sector, Policy Makers and Planners, Academia and Science) in order to understand needs, mobilize practical and tacit knowledge and integrate them in the EUCalc framework.

By its design, the European Calculator project envisages user demand evaluation and concretization workshops, the co-design expert workshops and public calls for evidence as consultation activities (see Del. 9.1, Del. 9.4). Complementing this, a systematic stakeholder mapping plan has been designed at the onset of the project in order to maximize the value of co-design process and increase the usefulness of the EUCalc. This relates not only to its scientific soundness (credibility), but also its relevance (saliency), and its unbiased transparent conduct that considers, among other factors, differing views and positions (legitimacy)².

This report describes the standards developed in the context of the EUCalc project to guide the process of stakeholder mapping, in a way that the information on stakeholders is collected, evaluated and used systematically and in a coherent manner. The project partners will follow the logic of this report as well as use newly acquired evidence for the evaluation and updates as the co-design process unfolds.

While the project document (EUCalc Grant Agreement, Annex I, part A) described the mapping process as making a list of 20 stakeholders per Work Package (WP) it perhaps gave a somewhat simplified impression of the process by which this list is created. In order to arrive at a list of 20 plus stakeholders who will be useful, relevant, meet gender and

¹13 European partners consisting of leading academic, consultancy and SME institutions.

² The SCL (saliency, credibility & legitimacy) is usually referred to in literature in relation to the utilization of science to inform decision making. In this context, co-design is considered as means to an end, increasing the likelihood that the three criteria will be met. Using The UK Climate Projections 2009 (UKCP09) as a case study, authors of the paper: "*Usable Science? The UK Climate Projections 2009 and Decision*", assess the usefulness of UKCP09 in policy making, & suggest that the production of usable science requires a careful balancing act between these criteria.

geographic spread criteria to make sure that they are truly representative one needs 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.

Bearing in mind the continuous and dynamic character of the stakeholder mapping process, which will only be completed for all Work Packages (WPs) by December of 2018, standards presented here will be reviewed over time and updated version of the report will be produced to describe lessons learned in a similar way as this document provides lessons learned from the first co-design workshop in Brighton, that took place in June 2017.

3 Stakeholder mapping as integral part of the research process

The process of investigating sectoral drivers, trends, game-changing practices, social and environmental impacts, is directly correlated with an understanding of the roles that various stakeholders play in creating and also using the knowledge to inform action and change. The stakeholder mapping is therefore not an isolated activity. It takes place as part of the iterative research process throughout the EUCalc project that aims at defining the scope for action (levers) for climate change mitigation and corresponding levels of ambition³ across different sectors and modules included in the European Calculator.

Policy Makers and Planners, Private Sector, Civil Society, Science and Academia are important arbiters of knowledge, action and change, and they can broadly be taken as major stakeholder groups of the EUCalc's co-design process. Mobilizing and collecting their inputs is critical in the light of the EUCalc's mission to integrate and translate existing knowledge, both fundamental and applied, through to decision making and further to action.

As the research process moves forward, the EUCalc team will brainstorm about stakeholders associated with respective sectors and modules, and assess their particular contribution, relevance and/or impact in relation to identified levers of the EUCalc. The project team will also map events, conferences and forums that annually or otherwise offer opportunities for numerous interactions, like for example the European Union Sustainable Energy Week (EUSEW) or other similar expert forums. Organizing EUCalc events back to back will be considered, if and when convenient, as a way to decrease burden of travel, time and footprint for experts and stakeholders – whose diaries usually fill up far in advance.

³ The EUCalc is controlled using a range of levers that represent changes we could make to mitigate climate change from now until 2050. For each lever there are different levels of effort/ambition – for most this will range from level 1 (make minimal effort to tackle climate change), to level 4 (make an extraordinarily ambitious and extreme level of abatement effort).

4 Assessing stakeholders' specific contribution

Information collected during the stakeholder mapping process will be stored and organized in an internal spreadsheet document, *the stakeholder log*, which will be regularly used and updated by the EUCalc partners throughout the project.

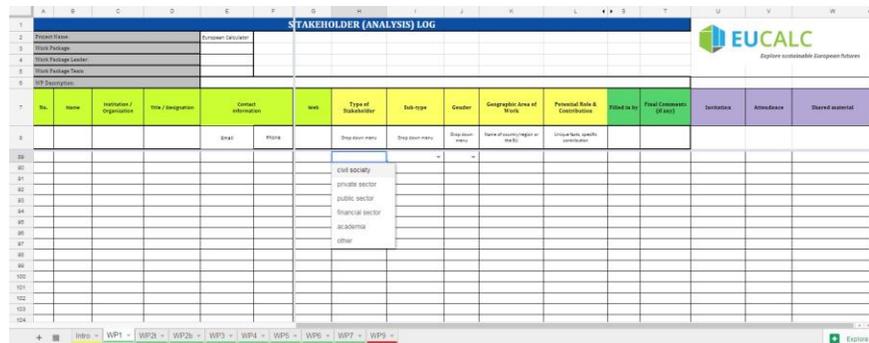


Figure 1: Stakeholder Log

The mapping of key interlocutors will be initially carried out on a WP by WP basis but over time a certain overlapping is anticipated as the matrix becomes enriched. This is supported by the EUCalc Advisory Board by providing contacts and advise about stakeholders who should be involved and ways to approach them. The stakeholder mapping by the respective WP leaders, and their teams, is based on agreed criteria defining which organisations/individuals could contribute usefully for co-design to be successful and strengthen the EUCalc on credibility, saliency and legitimacy grounds.

For instance, the co-design process is expected to provide a critical input to the EUCalc team to make sure that the modelling approach and the analysis underlying levers and levels is deep enough to be considered scientifically robust and credible. Its legitimacy relates to the fact that it does not aim at defining one optimal scenario but rather to simulate and reflect the full scope of what is believed to be possible by 2050. The co-design process should thereby support the EUCalc team to account for the full range of credible opinions when we consider possible futures by 2050 and beyond.

The collection of information on stakeholders will follow agreed criteria (see Table 1) and is intended to assist the project team in understanding specific and complementary stakeholders' contributions and to assess whether there are stakeholder groups or specific areas of input and validation that run the risk of being excluded or overrepresented in the co-design process. This information belongs to the domain of public official data which connects identified institutions and stakeholders – groups and individuals in public roles - to the work performed within the EUCalc project and for which their official email, title and organizational affiliation will be used. Additional aspects include thematic and geographic scope of work and gender considerations.

Label	Description	Information source
Institution	Institution/ organization/company/association	Public
Name	Name	Public
Affiliation	Institutional affiliation	Public
Contact details	Institutional email and phone	Public
Type	Civil society, Private sector, Public sector, Academia and Science	Public
Issue and specific contribution	Area of expertise (published work, reports, references, etc.)	Public
Geographic scope and coverage	A country, region, EU or global	Public
Gender	F, M	Public

Table 1: Types of information collected in the stakeholder mapping

Information on thematic expertise⁴ for each identified stakeholder will assist the EUCalc team to assess and match external stakeholders' contributions with objectives and needs of different co-design activities (see Table 2) and complement the knowledge of the EUCalc team. This includes information on critical aspects (sector, technology, policy, lifestyle, market, socio-economic impacts, etc.) in areas of energy, resource use and climate change.

Information on the geographic scope of the stakeholders' work matters in a similar manner. The EUCalc team strives to capture – to the extent possible - national socio economic and socio-technical characteristics and to make sure that the range of ambition levels for identified levers is consistent across countries and broad enough to account for country specificities. Due to constraints of time and resources, the team may need to prioritize stakeholders (groups or individuals) who can facilitate the analysis of national and regional aspects and/or represent geographically dispersed groups. The information about geographic scope of work of identified stakeholders will therefore help the team to identify potential gaps in representation and collected inputs.

The EUCalc team takes gender issues seriously and will make an effort to ensure equal and fair gender representation throughout the co-design process. The team will also seek meaningfully balanced representation of major stakeholder groups (Policy Makers and Planners, Civil Society, Private Sector, Science and Academia), depending on specifics of each respective sector/WP within the EUCalc.

In this regard, it is important to note that we have learned through the process of the user demand meeting in Brussels, Belgium (see Del. 9.1) and the first expert co-design workshop in Brighton, UK (see Del. 1.6) that creating a balanced list and inviting sufficient numbers of participants does not always guarantee sufficient stakeholder representation at

⁴ This information will be collected based on reviewed publications, studies, reports that are published and publicly available.

a once off event and therefore we are proposing to deepen the process of stakeholder inclusion from being a singular event to rather a process of mapping, contacting, inviting, engaging, surveying and if necessary visiting⁵ 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.

The project team will use the spreadsheet document, *the stakeholder log*, to monitor stakeholders interactions and to identify/address potential gaps in desired representation.

5 Matching stakeholders with needs and objectives of co-design activities

With due respect to issues of credibility and legitimacy, as described in previous chapter, the engagement of stakeholders will be furthermore guided by the specific consultation objectives and needs as presented in Table 2. What complementary knowledge and contribution do we need from stakeholders in different stages of the co-design process? What key questions do we need answers to?

Co-design activity	Description
User demand workshops	Organized at the onset of the EUCalc project; designed to collect and assess needs, expectations and attitudes of different stakeholder groups (end users)
10 sectoral co-design expert workshops	Organized during the EUCalc research and development phase; designed to elicit sector specific feedback in terms of methodology, data, assumptions, levers and levels within each module/WP of the EUCalc
4 modelling workshops	Organized during the EUCalc research and development phase; designed to assess the various modeling requirements (calculation complexity, input data availability, etc.) and to test options for linking a set of geographies through one common framework as well as integration of EUCalc modules
Public Call for Evidence	Organized during the last stage of the EUCalc research and development phase during which fully integrated model will be published for public review; designed for wide outreach and collection of inputs (online consultation), culminating with a workshop to discuss the most important improvements to the Calculator

Table 2: List of co-design activities

On the basis of the collected information, each WP team will ensure that relevant and representative cross-section of experts (at least 20 or more) including Policy Makers and Planners, Private Sector, Civil Society, Science and Academia is engaged through the process from mapping to expert co-design workshops to one on one follow up (in person and or by telco), culminating with a very well designed and easy to use public Call for Evidence system. During the Call for Evidence a fully integrated model will be published as a

⁵ 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.

"call for evidence" version for public review and feedback, and an invitation to participate will be disseminated widely while the EUCalc team will make an effort to ensure sufficiently broad coverage and responses to meet the needs outlined above.

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 one however needs 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.

So far, more than 100 stakeholders were identified and invited in the context of the User Demand Evaluation and Concretisation Workshop in Brussels (February 2017), resulting in participation by CSOs, European Commission (DG AGRI, DG CLIMA, DG ENER, DG ENVIRONMENT), Private sector and IFIs (see Del 9.1).

In advance of the co-design workshop within the Work Package 1 (*Climate, Lifestyles & Technological Transitions*), that took place in June 2017 in Brighton, 60 stakeholders have been mapped and invited to participate (see chapter 7 of this document & Del. 1.6). Close to 90 stakeholders (still in progress), relevant and representative in terms of geographies, expertise and type (Policy Makers and Planners, Private Sector, Civil Society, Science and Academia) have been informed about the approaching co-design workshop in Budapest (October 2017), which is organized as part of the Work Package 5 (*Electricity & Fossil Fuels*), while for other WPs the process of mapping is still ongoing.

6 Acknowledging stakeholders' contributions

For the EUCalc team, consulting stakeholders entails a commitment that at minimum their inputs and feedback will be acknowledged and considered, even if not necessarily acted upon, and the project team will report back on any stakeholder interaction during the co-design process. These reports and products (deliverables) will be publicly available and will acknowledge contributions of the involved stakeholders (see Table 3). A separate deliverable is being prepared to describe reporting standards and all other aspects of the EUCalc co-design process (see Del. 9.4).

Sector	Deliverable / Report	Date (Project month)	Work package (WP) and responsible partner
Expert consultation workshop on life style development, economic and demographic growth	1.6	June 2017 (M8)	WP1, EPFL, SEE Change Net
Expert consultation workshop on electricity and fossil fuels	5.4	October 2017 (M12)	WP5, Pannon, SEE Change Net
Expert consultation workshop on	2.3	February 2018 (M16)	WP2, Climact, SEE Change Net

transport			
Expert consultation workshop on buildings	2.7	June 2018 (M20)	WP2, BPIE, SEE Change Net
Expert consultation workshop on manufacturing and raw materials	3.4	July 2018 (M21)	WP3, OGUT, SEE Change Net
Expert consultation workshop on land, land use and carbon stock dynamics (LULUCF), biomass provision (food, energy, materials) & minerals	4.2	September 2018 (M23)	WP4, Imperial, SEE Change NET
Expert consultation workshop on the biodiversity and water impacts of biomass provision for food, feed, energy and materials	4.3	September 2018 (M23)	WP4, UEA, SEE Change Net
Expert consultation workshop on identification of key socioeconomic parameters	6.3	October 2018 (M24)	WP6, TUD, EPFL, SEE Change Net
Expert consultation workshops on trans-boundary effects	7.3	November 2018 (M25)	WP7, UCPH, SEE Change Net
Expert consultation workshop on validation of results on different socio-economic impacts	6.4	December 2018/ January 2019 (M26/M27)	WP6, TuD, EPFL, SEE Change Net
User demand documentation	9.1	February 2019 (M28)	WP9, Imperial
EUCalc Pathway Explorer (v.2)	9.6	July 2019 (M33)	WP9, CMF
Concluding workshop for Call for Evidence	8.8	September 2019 (M35)	WP8, Climact

Table 3: Timeframe and deliverables of co-design activities

7 First expert co-design workshop (June 2017, Brighton)

A series of ten expert co-design workshops and meetings has been envisioned during the development phase of the EUCalc. The first co-design workshop that took place in June 2017 has created recommendations and lessons learned, some of which have already been integrated in this report and will be used to enhance stakeholder mapping and engagement as the co-design process unfolds.

The workshop “Exploring lifestyles changes in Europe” (WP1 - Climate, Lifestyles & Technological Transitions) took place on 30 June 2017 in Brighton, UK and was facilitated by Vanessa Timmer, Executive Director of One Earth. The workshop was organized directly after the Global Resource Forum on Sustainable Production and Consumption conference on “Sustainable Lifestyles, Livelihoods and the Circular Economy” co-hosted with Institute of

Development Studies (IDS) and Science Policy Research Unit (SPRU) at the University of Sussex, Brighton, United Kingdom.

The objective of this first workshop was to gather expert feedback on the role of lifestyles in the demand for energy services and to refine assumptions in the European Calculator with respect to lifestyle trends, demographic and socio economic drivers, and critical changes in lifestyles not yet accounted for.

Based on preliminary research and findings on broad relations between lifestyle metrics and their drivers, the WP1 team has identified and informed 60 stakeholders active in the research and debate on tomorrow's lifestyles. The list included:

- **EU policy makers** (DG SANTE, DG ENERGY, DG AGRI, DG TRANSPORT, European Environment Agency and other), whose engagement provides important insights on policy and institutional frameworks that have powerful influence on lifestyles changes in Europe.
- Having advanced knowledge of energy production and consumption systems (in social, economic and physical terms), a solid connection to the **EU science and academic community** researching on lifestyle issues is also critical to the EU Calc (e.g. [Glamurs project](#), [Living Well within Limits \(LILi project\)](#), [SCORAI](#), [SERI](#), etc.).
- **Private sector** sustainability programmes such as, to mention only few, initiatives to address food waste, to provide greener mobility solutions or make information on products and services available to consumers, offer important insights for the understanding of the main market trends and developments and have been identified using the reports and references like [Newsweek top green companies in 2016](#) and other.
- The stakeholder list also includes **Civil Society initiatives** that advocate and demonstrate possible changes in ways of doing things such as consumer associations, sustainability initiatives and networks across Europe.

Of those invited, around 30 (50%) stakeholders coming from academia, public, private and civil society sector responded positively by expressing their interest to participate in the EU Calc project, while 13 experts could confirm their availability to participate in the workshop. They included prominent scholars, many of whom also participated in the conference "Sustainable Lifestyles, Livelihoods and the Circular Economy" in Brighton, days prior to the EU Calc workshop.

While creating a balanced list and seeking sufficient stakeholder representation, a lesson learned that we take from the first co-design workshop in Brighton is that selecting locations for future workshops, including back to back events, is likely to determine to a great extent the type of stakeholders represented. Expecting to build links with 20 or more key stakeholders in each WP by calling a co-design expert workshop was perhaps too ambitious target given the types of stakeholder we intend to make links with (e.g. busy, geographically dispersed, etc). For this reason, we are revising our approach and addressing

the stakeholder mapping and reach out strategy as a longer process of making valuable links and receiving feedback from 20 or more stakeholders as we move through from mapping to co-design workshops to one on one follow up (in person and or by telco).

The WP1 team intends to continue the exchange with the workshop participants in order to discuss issues which require further deliberations as well as to engage with groups who were less represented at the workshop such as mapped representatives from private sector and policy makers to collect their inputs and feedback. Follow up effort will include engaging, surveying and if necessary visiting identified stakeholders to ensure involvements and interactions that meet the criteria of being relevant and truly representative.

Also, given that research conducted within the WP1 is complementary to the analysis being made in other sectors in a sense that most resource and climate impacts of lifestyles can be addressed by targeting the food, transport and housing, experts identified within the WP1 depending on their specific sector and expertise will be invited to participate in some of the consequent co-design workshops.

8 Continuity of the stakeholder mapping and updates to the report

Standards and approaches to stakeholder mapping and engagement described in this document will be evaluated and updated as the co-design process develops. The first update is planned for September 2018, after the fifth expert co-design workshop will have taken place, to describe lessons learned and adjustments to our approaches. Additionally, internal EUCalc meeting is being scheduled for November 2017, to review progress of the co-design process, which also includes stakeholder mapping, and these discussions will be presented in a separate deliverable (see Del. 9.3).

9 Policy of information use

While the EUCalc team will ensure transparency and report on stakeholder interaction process, the use of information collected during the stakeholder mapping and engagement will be guided by procedures designed to guarantee confidentiality of personal data (see Del. 12.1, Del. 11.2 and Del. 9.4). Collected information will be stored internally and managed by the EUCalc partners under strict rules defined to safeguard anonymity of stakeholders inputs and to alleviate any potential participation burdens such as harm for misuse of identifiable information, unless otherwise agreed.

10 References

EUCalc Grant Agreement, Annex I (part A)

The Global Calculator, globalcalculator.org

The EU Stakeholder Consultation guidelines, 2014, http://ec.europa.eu/smart-regulation/guidelines/consultation_2014/stakeholder-consultation/index_en.htm

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