



Deliverable 8

The communication strategy: What will happen in the workshops?

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Cultural Influences on *Renewable Energy Acceptance* and *Tools* for the development of communication strategies to promote ACCEPTANCE among key actor groups

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Partners of Create Acceptance



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Executive summary

The D8 report gives an overview on the communication strategy, and especially the workshops with regard to planning and preparation of the workshop. The demo projects indirectly gave recommendations vis a vis the suggestions and framework conditions elaborated and offered in the preliminary ESTEEM manual. The majority of demos plan for a one-day stakeholder workshop as appropriate to the given expectations of project managers and stakeholders. In parallel to the duration aspect, the number of participants seems to be comparable: about 20-30 persons are expected in each case. The focussed objectives vary from knowledge transfer to solving critical aspects, and to involve non-core stakeholders by offering more project information (e.g., with presentations). Different levels of knowledge are expected in the workshops, so that an elaborate preparation, preparatory meetings and agreements with both the project manager and the workshop facilitator are needed. Regarding the expected results, the involvement of new stakeholders and the solving of conflicts have priority over the discussions on alternative solution options and the use of a new communication space. The guidance by the ESTEEM manual was very detailed and seen as substantially helpful.

1. Introduction

With the following overview on the communication strategy we consider and describe what will happen in the workshops, and how the workshops in Create Acceptance will be structured. In this context, we focus on the aspects of planning and preparation of the workshop steps as an integrated part of a comprehensive and long-term communication effort. On the basis of seven categories (given by the ESTEEM manual), all demo projects filled in a matrix, referring to:

- the objectives of their specific workshop;
- the design of the workshop (participants, duration, information, selection of participants, preparation, public WS);
- the cookbook for the workshop which refers to generalised recommendations for workshops (preparation, logistics, results).

The collection of preparation work and expected results were presented in the CA project meeting in Budapest (09/27/07). The D8 input serves as a basis for the D9 steps and the reporting on D9.

2. Objectives of the Workshops¹

With the workshops – as the core instrument of the communication strategy - two main objectives are to be achieved: first, this is the phase of the tool application to validate the different project scenarios and to reach agreements with the partners and the main stakeholders. Second, a communicative platform should be offered which supports the participation and communication of stakeholders from different societal levels.

The detailed objectives of this communicative action are:

- to check the different future scenarios of the Demo Project in the workshop;
- to compile all inputs which the participants gave in the workshops;
- to consider which alternatives have more support and generate consensus, and which ones are problematic because they concern a potential (or real) conflict.

Regarding these objectives, two different types of results will be expected: tangibles and intangibles.

One of the tangible results will be the workshop report: a document which collects descriptively the results of the workshop. The documentation will contain the Demo Project's different futures with the inputs of the stakeholders. It should also include the consensus or level of disagreement, and a brief description of the workshop development (e.g., if there was an extended discussion, or if the agreements were reached without difficulty). The description should also reflect the communicative atmosphere (e.g., was the process a dialogue-oriented one or did conflict situations hinder the dialogue).

One of the intangible results will be the new communication space opened by the workshop between the main actors of the project. This serves as an important step to establish the possibility of other communication and dialogue channels among the PM and the stakeholders.

¹ The following text is based on the input for the ESTEEM manual, given by Ana Alcantud/ECOI

3. Preparation steps in the Demo Projects

The following tables show – at first – the given suggestions by the ESTEEM manual with different options regarding the duration and form of the workshop, the number and invitation of participants.

The suggestions also include a “Cookbook” which helps to carry out the preparation steps being in line with the needs and expectations of project manager and actors.

The second table documents the activities accomplished by the Demo Projects to prepare their specific workshops.

Table 3.1 *Suggestions of the ESTEEM manual regarding the preparation of Stakeholder-Workshops*

General Objective	Focussed Objectives	Design of WS					Cookbook of WS			
		Participants	duration	information	selection of participants	preparation	public WS	preparation	logistics	results
Depends on the needs of PM and SH as well as on conflicting solutions	check different future scenarios	20-25	1 day project partner (6 hours)	prior meeting	similar to step 2, but broader group	kind of WS	invitation through media	one round to get-ting know each other	dividing into sub-groups	WS report
Depends on the needs of PM and SH as well as on conflicting solutions	check different future scenarios	8-10	1 day project partner (6 hours)	prior meeting	similar to step 2, but broader group	kind of WS the selection of the WS should be done jointly with the PM. The PM has to approve it.	invitation through media	one round to get-ting know each other	dividing into sub-groups	WS report
Elicit and identifying diverging views of core group and newly involved SH	collect all inputs of the participants in the WS	20-25	1 day stakeholder	same level of knowledge	asking core group, who should be involved	prepare informative dossier	discussion on public website	depends on the project status	input speech of the consultant	new communication space
Input for step 6	check alternatives	20-25	2 days stakeholder		asking PM who should be involved	previous meeting with WS facilitator (and PM optional)				minimize conflicts and foresee other potential conflicts
Input from step 4 (benefit and losses of different stakeholder)					WS with actors-group from step 4	book space, drinks, snacks				agreements on the project

Table 3.2 *WS-Preparation within the Demo projects*

Demo	Focussed objectives	Design of WS					Cookbook of WS			
		participants	duration	information	selection of participants	preparation	public WS	preparation	logistics	results
Biomass Germany	Providing knowledge for specific problems (mainly long-term economics, conditions of contracts and framework conditions, motivation to participate)	20-25	1 day (divided into two parts for different target groups) with partner and SH	different actor groups with different know-how and interests (farmers, associations, ngo)	follow general criteria, problems/ conflicts solution oriented	clearing the issues/with SH and PM - through email and personal address results of feasibility studies define the specific issues and target; select and book adequate rooms (PM)	invitation	feasibility studies; dossier "Vision Building Paper"; presentation on focus aspects; meeting (optional), conference call and emails between facilitator, consultant and PM	reservation of rooms and catering, preparation of working tools (charts, metaplan) - press release	information about standards, prices and feed-in tariffs; closing the information gap; rising motivation, solving existing conflicts, new stakeholder (farmers) involvement
VEP Hungary	evoking stakeholders' view on future of wind integration - mutual understanding of system regulation concerns and prospects, suggestions for improvements -discover if there are any conditions under which the wind project can go ahead/alterations the wind project can do	15-20	1 day (4-6 hours)	- workshop objectives will be sent prior to the meeting to invitees - project narrative, present and future vision and maps will also be sent out;	Core group+other similar groups' representatives	-discussing WS objectives and WS details with PM, -PM and MAKK prepare informative dossier; - WS facilitation plan/agenda - book Energy Office meeting room	invitation through email, confirmation of participation required	preparing presentation on the Vep wind project including: vision, achievements so far, obstacles	reservation of rooms and catering, preparation of working tools (charts) - press release. Travel compensation provided	-WS report - new communication space for the project - conflicts made explicit -conflict resolution potential discussed/discovered/started - to do list for stepping ahead

Demo	Focused objectives	Design of WS					Cookbook of WS			
		participants	duration	information	selection of participants	preparation	public WS	preparation	logistics	results
ZEPP Netherlands	Introducing project to non-core stakeholders, collect more possible project variations from other stakeholders, double check solvability of possible challenges to the project that were identified in earlier steps, interaction (without rejection of ideas) between PM and stakeholders to discuss/negotiate problems, challenges and solutions.	25-35 (including 3 C's, PM and secretariat)	6 hours including lunch	representative groups of different actors with different know-how and interests, both in favour of or opposed to the project. Selection based on media, core group knowledge.	cookbook EcoInstitut	Meeting with PM to discuss his role in meeting; discuss possible reactions to PM vision and reaction of PM to solutions proposed by stakeholders, catering, booking room on neutral ground near projectsite to make excursion possible,	invitation through email and mail,	internal consultant preparation: process facilitation, meeting with pm, telephone etcetera	reservation of rooms and catering, preparation of working tools (charts, metaplan) - press release	assessment of solvability of challenges identified in steps 3 and 4, alternative project variations and ranking, workshop minutes, positive feelign towards project amongst majority of invited stakeholders
Smart H Iceland	Main stakeholders and interested sattelites will give their input on the future of hydrogen in the local conditions	18 - 22	4 hours	A booklet on all renewable fuel options published by the energy authority	Key persons in energy sector, NGO, representatives from oil company, the Univeristy of iceland will facilitate, held at the innovation centre,	The WS will be held in October 07. Neither the PM nor his staff will be participating but will assist in formulating parts of the questions.	Common WS on all local fuel production options?	The facilitator will have access to all former social studies concerning earlier project	not decided	An outline of which data should be collected, how the project should be communicated and eventually formation of a background - reference interest-group

Demo	Focussed objectives	Design of WS					Cookbook of WS			
		participants	duration	information	selection of participants	preparation	public WS	preparation	logistics	results
CNR Italy	The workshop aims at highlighting the differences among stakeholders' future visions and producing a free confrontation. It can produce a much higher awareness of the viability of the alternatives, by comparing the critical points regarding the different visions. Another goal is to define jointly the pathway of the project with regard to: technology development; feasibility and long term support for the project .	7 - 10	1 day, organised in a structured programme with PM and Stakeholders	The actors have different points of view, due to their different and institutional roles (research institute; ministry of economic development, ministry of environment)	To follow the social network map and the criteria of the main actors, actively involved in the project	Involvement of the project inventor; prior contacts by phone; the sending of mails, in order to decide jointly the meeting date; the sending of materials, with the results of the analysis; the booking of adequate room	Press conference; invitation through emails	Preparation of project narrative, critical moment table and our analysis; the sending via e-mail of the WS programme; the sending of prepared material	Contacts with the responsible for the conference management, at the city hall; press conference; the print of the brochure for event details.	

4. Summary and Recommendations

The demo projects indirectly gave recommendations vis a vis the suggestions and framework conditions elaborated and offered in the preliminary ESTEEM manual.

The majority of demos plan for a one-day stakeholder workshop as appropriate to the given expectations of project managers and stakeholders. In parallel to the duration aspect, the number of participants seems to be comparable: about 20-30 persons are expected in each case.

The focussed objectives vary from knowledge transfer to solving critical aspects, and to involve non-core stakeholders by offering more project information (e.g., with presentations).

Different levels of knowledge are expected in the workshops, so that an elaborate preparation, preparatory meetings and agreements with both the project manager and the workshop facilitator are needed.

Regarding the expected results, the involvement of new stakeholders and the solving of conflicts have priority over the discussions on alternative solution options and the use of a new communication space.

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