Horizon 2020

Societal Challenge: Improving the air quality and reducing the carbon footprint of European cities

Project: 690105 – ICARUS

Full project title:

Integrated Climate forcing and Air pollution Reduction in Urban Systems

D8.3 Stakeholder Engagement Strategy Report

WP8 - Dissemination, communication and involvement of stakeholders

Lead beneficiary: MESAEP e.V.

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1   INTRODUCTION

Stakeholder engagement is a horizontal issue in ICARUS as stakeholders will be engaged in a number of activities through the project. The ICARUS project will apply a trans-disciplinary alliance approach with iterative engagement and communication with multiple stakeholders from all nine (9) participating countries, including representatives of city partners and main polluters, environmental managers, health care providers, civil society, planners, engineers, policy makers and the commercial sector. Stakeholders are a critical element of the project research to: a) help guide the overall research direction and Decision Support System (DSS) design to ensure relevance; b) provide local knowledge, data and insight for specific Case Studies; and c) aid dissemination and impact and d) assist with citizens' integration into the project research as end-users.

To this aim, it is important to engage stakeholders from the very beginning of the project. Stakeholders will be mapped, their profiles will be analyzed and finally clustered on the basis of their roles and needs. The stakeholder list will be updated throughout the project lifetime as soon as new stakeholders are identified.

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2 IDENTIFICATION OF STAKEHOLDERS AND USERS

Stakeholder identification is the first and foremost important task in effective stakeholder engagement. ICARUS defines stakeholders as those who are interested in (and have sufficient or little knowledge) or affected by air pollution and climate change and wish to address these two issues by means of climate change management and mitigation planning through cross-border cooperation. In this context, ICARUS aims to interact with stakeholders, researcher users and the community at large in innovative ways that will be based on their proactive direct involvement. To this aim, ICARUS will move from a more classical event-based approach targeting more committed stakeholders to a campaign based approach targeting a broader range of stakeholders as well as the public at large.

The ICARUS consortium has identified and listed the stakeholders in the following table (Table 1). The list will be regularly updated during the project duration as soon as new stakeholders are identified and contacted. Close and active consultation will be maintained with them throughout the project.

Functionally, we can classify ICARUS stakeholders into the following groups:

Table 1: Stakeholder types and relevance to ICARUS

Stakeholder affiliation & group	Relevance to ICARUS
City partners: **1st stakeholder group:** • City partners • Municipalities • Public authorities • Civil protection agencies • Community medical staff • Communal information centres **2nd stakeholder group** • Civil society • Main polluters • Local population • Public figures (e.g. politicians) • Investors • Business figures	• To provide information and data to the ICARUS scientific team for analysis • To encourage the support of municipal authorities during the research process and network development. • To inform public authorities about the ICARUS scientific findings in relation to urban air pollution, climate change and citizens' wellbeing. • To discuss the ICARUS results and use them to design/update/revise integrated city plans for climate protection and air pollution control. • To enable collaboration of public authorities in tackling policy bottlenecks and creating visions of green, smart and healthy cities and

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• Fora for public health	• to gather from them data and information at city level to apply the ICARUS methodology and tools. • To support the implementation of awareness raising tools. • To inform citizens in participating cities and provide feedback about the impact and benefit caused by their lifestyle choices, behaviour and activities. • To inform citizens about health and wellbeing benefits/risks associated with exposure to urban environment • To involve citizens in the research by equipping them with an ICT-enabled tool that gathers information about carbon footprint, air quality levels, individual exposure and health risk/benefit. • To share experience with other cities. • To engage public figures in the ICARUS dissemination campaigns. • To convince investors and business figures to adopt innovative technology when it comes to urban investments. • To find funds for investment in research and technology development. • To use fora for public health as a multiplier for broader dissemination of project results and awareness campaigns.
Engineering sector: • city planners • engineers • architects & designers • environmental professionals	• To involve experts in the development of innovative and state-of-the-art solutions for urban infrastructure. • To encourage uptake of innovative tools in any environmental and urban structural intervention. • To gather feedback on the ICARUS technical recommendations.
Medical sector • Hospitals • Medical staff	• To inform them about policy issues addressed by the consortium. • To engage them in the dialogue about dealing with exposure risk and symptoms.

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• Health care providers	• To invite them to consider recommendations made by the ICARUS project. • To support discussion on enhancing standards and code of building. • To familiarize them with the latest technology advancements in health impact assessment.
Industry & SMEs • Private/commercial sector • Chemical sector • Manufacturing sector • ICT sector • Insurance sector •	• To involve experts in ICARUS 'Innovation Slams' to share and exchange ideas, technology and business-relevant innovations. • To identify new areas of collaboration and co-creation with business in Europe and worldwide. • To engage them into public discourse about the responsibility and role of the industry in public health protection, environmental health, safety and wellbeing. • To commercialize ICARUS Research & Development (R&D) results.
Decision & policy-making/regulatory bodies: • Relative Ministries • Municipalities • Politicians • European Commission • European Parliament • European Council	• To cooperate in order to identify feasible options for reducing air pollution and carbon emissions in European cities. • To conduct integrated assessment of these options, using state-of-the-art modeling methods for health impact assessment. • To provide them with tools for cost-effective and cost-benefit analysis • To provide science-based evidence for decision-making • To assist them in urban impact assessment through the DSS • To engage them in a dialogue about tackling air pollution and climate change • To support discussion on regulatory and safety issues • To strengthen cooperation at European level across Member States
Academic/Scientific community: • University Community (Students & Staff)	• To enable staff, students and researchers to participate in workshops and training sessions organized by the project.

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• Researchers • Leading scientific programmes • Scientific networks	• To invite students to join school exchange programmes and meet an ICARUS participating city. • To widen up the network of scientific experts of the project and exchange ideas and valuable scientific data. • To exchange knowledge with the aim to create training material, fact sheets, technical material and briefs.
International organizations: • World Health Organization (WHO) • United Nations (UN)	• To raise awareness of the possibilities for using research data in campaigns & citizen science. • To spread the word about the project's latest scientific data. • To influence international programmes (i.e. WHO Parma Declaration, UN Sustainable Development Goals SDGs). • To use their broad platforms as a multiplier of dissemination.
Non-Governmental Organizations: • Environmental organizations • Public health organizations • Consumer rights organizations	• To use their online platforms and campaigns to reach out to a broader public. • To work together so that we can turn technical data reports into layman language.
Media & press • Local & nation-wide news agencies • TV & radio stations • City bloggers and journalists • Health & Environment journalists	• To help us reach out to the broader city inhabitants. • To convert the project results into layman language. • To provide them with science-based evidence for news posting. • To promote the vision of green, smart, healthy cities

The ICARUS consortium has jointly worked towards identifying relevant stakeholders in each of the identified key groups. All partners have compiled a list of contacts and networks and this will be maintained on an ongoing basis.

![ICARUS logo]	D.8.3 Stakeholder Engagement Strategy Report		
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2.1 STAKEHOLDER ANALYSIS

Stakeholders are often varied and heterogeneous, with different levels of interest or power (see Wright and Cairns[1] graphical representation of stakeholder interest and power). An understanding of stakeholder interest, relevance, motivations and drivers is essential for effective dissemination and prioritization. Understanding stakeholder motivations will enable the consortium to define appropriate key messages and effectively engage, communicate with and promote future dialogue with different stakeholders.
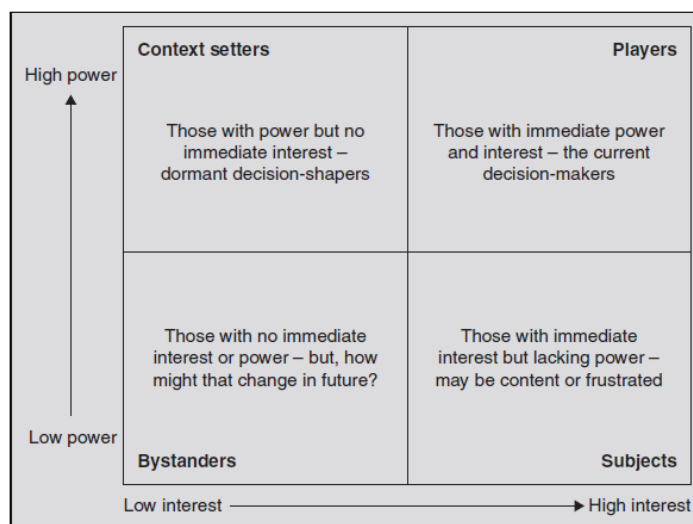
Figure 1: Wright and Cairns' stakeholder framework

This framework is useful not only to understand where stakeholders might be located in terms of interest and power, but it also provides a way to understand how ICARUS may wish to impact upon particular groups of stakeholders. For example, ICARUS may wish to encourage specific organizations or individuals to become more interested in climate change by demonstrating how this issue may affect their everyday life. Alternatively, ICARUS may seek to give an interested but relatively powerless stakeholder, such as a student group, the knowledge basis to better interact with formal research actors regarding reduction of carbon emissions.

Despite the clear differences between stakeholder categories, some stakeholder interests

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[1] Wright, George, and George Cairns, Scenario Thinking: Practical Approaches to the Future, Palgrave MacMillan, Houndmills, Basingstoke, Hampshire, 2011, p. 92.

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and barriers overlap. This is not surprising since stakeholders exist in relationship with one another and often share ecosystems. An effective stakeholder engagement strategy should seek to address their interests whilst attempting to overcome some of the barriers they experience. Furthermore, stakeholder engagement strategies can seek to integrate stakeholder views in a way which enables stakeholders to view issues from one another's standpoint, which can also reduce barriers and undermine inhibitors.

The ICARUS team has based the stakeholder analysis on five criteria to better understand stakeholders; relevance, their relationship to the issue and relative usefulness for this engagement[1]. These are:

- **Contribution**: Does the stakeholder have information, counsel or expertise on the issue that could be useful to the project research? Is their knowledge of value to the project?

- **Legitimacy:** How legitimate is the stakeholder's claim for engagement? Are they affected by the project recommendations directly or indirectly?

- **Willingness to engage:** How willing is the stakeholder to engage? Are they proactive?

- **Influence:** How influential is the stakeholder? Who are they likely to influence?

- **Necessity for involvement:** Is this someone who could add value and act as a multiplier of the impact of the project?

Contribution and legitimacy refer to the expertise of the stakeholder, while influence and necessity of involvement to the value they bring to the project research.

2.2 STAKEHOLDER MAPPING

The ICARUS team includes all involved types of stakeholders that can guarantee the transfer of the ICARUS R&D results to the market and facilitate the uptake of the ICARUS recommendations by policy action and management plans at Member State and European level. The two SMEs with expertise and technical capacity in web- and mobile- based applications (UPCOM, kartECO), and the scientific association MESAEP having members all

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[1] Source: BSR Back to Basics: How to Make SHE Meaningful for Your Company. Jonathan Morris and Farid Baddache. January 2012.

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over Europe and the Mediterranean region will provide the necessary means to make concrete marketable solutions out of the project outputs. Based on the experience gained by the implementation of previous projects, a "real world" fully operational tool makes the product visible to more people and is considered the basis for a successful commercialization through market response.

Based on these five criteria we have assigned values (low, medium, high) to the stakeholders to help us decide which stakeholders to give priority too.

Table 2. Stakeholder analysis and mapping

Stakeholder	Contribution	Legitimacy	Willingness to engage	Influence	Necessity for involvement
City partners	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓
Civil partners	✓✓	✓✓	✓✓	✓✓	✓✓
Engineering & environmental professionals	✓✓✓	✓✓✓	✓✓	✓✓✓	✓✓✓
Medical professionals & units	✓✓	✓✓	✓✓	✓✓	✓✓
Industry & SMEs	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓
Decision & policy-making/regulatory bodies	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓
Academic/Scientific	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓

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community					
International organisations	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓
Non-Governmental Organisations	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓
Media & press	✓✓	✓✓✓	✓✓	✓✓✓	✓✓✓

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3 STAKEHOLDER ENGAGEMENT: KEY CONCEPT AND PRINCIPLES

Stakeholder engagement is an umbrella term encompassing a range of activities and interactions over the life of a project. This section presents a series of definitions, concepts and good practice principles for stakeholder engagement that are applicable across the range of the ICARUS project activities. The ICARUS project will also produce innovative methodologies, technological tools and data and a multi-channel (web and mobile) stakeholder platform.

The ICARUS stakeholder engagement plan is divided into four key components:

- **Engagement**: Involve all key stakeholders (e.g. policy makers, city authorities, main pollution-generation sectors) in the project activities. Involve all types of stakeholders that can support and facilitate the transfer of ICARUS R&D results to the market (e.g. industry & SMEs, spin-offs). Bring players together on concrete projects and innovation platforms for cross-border collaboration. Involve all external monitors where they can enhance transparency and credibility.

- **Communication**: Communicate with priority stakeholders with a high willingness to engage or a high level of expertise and who are not yet familiar with the project activities and objectives;

- **Information**: Keep them informed about the project activities and current scientific or policy developments in the research area. Inform them about the socio-economic benefits of their involvement with the project. Communicate information to stakeholders early in the decision-making process, in ways that are meaningful and accessible, and continue the communication throughout the project life. For controversial and complex issues ensure that interests and benefits of all parties are addressed. Add value to impact mitigation or project benefits by forming strategic partnerships. Report back after each consultation process, document the process and follow up.

- **Action**: Motivate stakeholders to take up the project technological, non-technological and policy recommendations. Use motivation patterns to activate citizens to shift behavior and lifestyle choices. Acknowledge stakeholders' contribution and expertise as a fundamental part of the project best practices. Establish lifelong networks for future collaborations.

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Promote capacity building at national and international level through training and exchange programmes. Motivate them to support the uptake of transition pathways towards the creation of green and smart cities (e.g. mobility, transport, energy and resource efficiency etc.).

To effectively engage stakeholders, the ICARUS project has established a dissemination strategy and developed tools to organize an efficient transfer of the project results to the scientific and policy-making communities as well as city partners and public at large.

3.1 MAPPING OF DISSEMINATION TOOLS TO STAKEHOLDER GROUPS

The dissemination strategy outlined above will support the take-up of the results on identified target groups, through both passive (e.g. web site, information leaflets, newsletters), and active means (e.g. publications, workshops, conferences, targeted events (e.g. Innovation Slams) and by direct liaisons with other projects). In addition, a communication strategy making use of a campaign-based approach will help to target a broader range of stakeholder as well as the general public in order to maximize the impact of the project.

Overall, stakeholder engagement is planned to be delivered through the following channels:

- the project website and social media channels (blog, twitter, youtube); these have been developed with the aim to increase awareness about the project research and results at the broadest possible international scale and enhance the project interactions with a wider audience, including laymen and professionals.

- participatory workshops, that will be used to communicate the visions and transition pathways to citizens, towards integration and adoption of environmental behaviors;

- dissemination and information material (brochures, flyers, newsletters etc.) including the basic principles of the ICARUS methodology, will be communicated as a toolkit to stakeholders; audiovisual material as a supportive tool;

- a Decision Support System (DSS), a web-based, flexible and interactive platform aimed at assisting stakeholders in the selection, of the more user-friendly route, in support of air quality and climate change governance. ICARUS will train: i)

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stakeholders in the use of the ICARUS DSS for urban impact assessment in support of air quality and climate change governance and ii) professionals who will use the products and knowledge gained via the project activities;

- a series of annual workshops on methodological advances and new findings will be carried out inviting stakeholders;

- a web-based training portal including to foster scientific discussion within the project community and dissemination of results;

- training workshops and summer schools will take place (including the necessary training materials such as fact packs, study guides and live demonstration of the system) targeting key stakeholders and regulators (e.g. policy makers, main polluters);

- targeted training sessions and/or exchange of young scientists between the participating consortium partners will be done on the use of ICARUS on certain key scientific issues decided by project team members;

- a Dissemination and Exploitation (DE) Forum will serve as a virtual place to reach out to stakeholders and end-users, to exchange and discuss experiences, methodologies and results.

- surveys targeting critical issues; survey results will be incorporated into the assessments before producing policy recommendations; final recommendations will be produced after consolidating with European policy makers and similar EU-funded research initiatives. The results and recommendations will serve as support for further development of policies in support of urban air quality and climate change governance in EU Member States. As the policies analyzed will also cover urban planning measures, support for urban planning in general will also be provided.

- a mobile application, a citizen-oriented ICT-enabled tool that allows end-users to gather information about carbon footprint, air quality levels, individual exposure and consequent health risk/benefit from exposure to urban environment.

- press releases will be issued at crucial milestones of the project to announce and disseminate the project results to the media, online scientific journals, news agencies,

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trade magazines and press stakeholders to ensure a high impact and wide distribution of the project output.

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In the table below we map the dissemination tools that the ICARUS team has developed to the specific stakeholder groups.

Table 3. Mapping of dissemination tools to stakeholder groups

Stakeholder Groups	Dissemination Tools										
	Project website	DE Forum	Project newsletter	Events/ Workshops	Social media	Audiovisual material	Mobile application	Surveys	Technical material	Training	Press releases
City partners	x	x	x	x	x	x		x	x	x	x
Municipalities	x	x	x	x	x	x		x	x	x	x
Public authorities	x	x	x	x	x	x		x	x	x	x
Civil protection agencies	x	x	x	x	x	x	x	x	x	x	x
Community medical staff	x	x	x	x	x	x	x	x	x	x	x
Communal information centres	x	x	x	x	x	x	x	x	x	x	x

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Civil society/ local population	x			x	x	x	x				x
Main polluters	x	x	x	x	x	x	x	x	x	x	x
Business figures	x	x	x	x	x	x	x	x	x	x	x
Investors	x	x	x	x	x	x	x	x	x	x	x
Fora for public health	x	x	x	x	x	x	x	x	x	x	x
City planners	x	x	x	x	x	x	x	x	x	x	x
Engineers	x	x	x	x	x	x	x	x	x	x	x
Architects & designers	x	x	x	x	x	x	x	x	x	x	x
Environmental professionals	x	x	x	x	x	x	x	x	x	x	x
Hospitals	x	x	x	x	x	x	x	x	x	x	x
Medical staff/ health care providers	x	x	x	x	x	x	x	x	x	x	x

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Private/ commercial sector	x	x	x	x	x	x	x	x	x	x	x
Chemical sector	x	x	x	x	x	x	x	x	x	x	x
Manufacturing sector	x	x	x	x	x	x	x	x	x	x	x
ICT sector	x	x	x	x	x	x	x	x	x	x	x
Insurance sector	x	x	x	x	x	x	x	x	x	x	x
Ministries/ Politicians	x	x	x	x	x	x		x	x		x
EU bodies (Commission, Parliament, Council)	x	x	x	x	x	x	x	x	x		x
University community	x	x	x	x	x	x	x		x	x	x
Researchers	x	x	x	x	x	x	x		x	x	x
Scientific networks & programmes	x	x	x	x	x	x	x	x	x	x	x

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World Health Organization, United Nations	x	x	x	x	x	x	x	x	x		x
Non-governmental organizations	x	x	x	x	x	x	x	x	x		x
Media outlets	x	x	x	x	x	x	x				x
Journalists & bloggers	x	x	x	x	x	x	x				x

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4   BENEFITS OF STAKEHOLDER ENGAGEMENT

The Stakeholder Engagement Strategy will eventually lead to a win-win situation both for the stakeholders and the environment. Some of these benefits are quoted below:

- brings players together on concrete projects and innovation platforms for collaboration, facilitating access to Global Markets through international cooperation;

- promotion of low carbon strategies for all types of territories, in particular for urban areas, including promotion of sustainable multi-modal urban mobility and mitigation of air pollution through adaptation of relevant measures;

- participation in a strongly interconnected European Network providing information about health benefits, air quality and environmental decongestion;

- adoption of measures and policies adjusted to local identified needs for the mitigation of climate change and air pollution reduction, taking into consideration both environmental and climate considerations simultaneously, in different socio-economic settings, especially when designing emission abatement strategies (win-win solutions);

- contribution to the Covenant of Mayors, which should be renewed with a local commitment of at least 40% of CO_2 reduction;

- citizen integration will be attempted through motivation & reward patterns and an encouraging and integrating policy, with the aim to initiate long-term changes in behavioral patterns, development of environmental mentality & consciousness;

- promoting capacity building at national & international level through training and exchange Programmes;

- collaborative creation of knowledge;

- effective impact on policies ensuring the credibility, accountability & legitimacy of activities and results;

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5   CONCLUSION

Stakeholder engagement is ultimately about building ongoing communication and lifelong partnerships with parties whose expertise and contribution is crucial to the realization of the project ambitions.

City partners and citizens at large are the core focus group of the ICARUS research. By putting people first, the participant cities of ICARUS will not only contribute to governance but will also transfer ownership of the policies to citizens, thus reducing risk of failure. Through the use of innovative technologies and web-based tools (e.g. the Decision Support System – DSS - a web-based flexible and interactive platform) ICARUS will assist and train stakeholders in urban impact assessment as well as educate them about the health and environmental benefits from their involvement (win-win approach).

Stakeholder engagement is led by EUCENTRE. However, all partners are responsible for the continuous monitoring of the engagement of their local stakeholder networks as well as support actions that will help sustain constructive relationships and create shared value for the project.