

Deliverable 3.2

PentaHelix guidelines

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This report has been submitted to the EC for approval and as such it is still to be considered as draft



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Introduction

Sustainable Energy and Climate Action Plans (SECAPs) are strategic plans that local authorities develop and adopt to improve their work on climate issues. In some countries, SECAPs are mandated by law, in other countries, SECAPs are usually developed as a part of the process to join the Covenant of Mayors.

Covenant of Mayors have developed a useful methodology described in Guidelines [1] and templates [2] for SECAP development. To make sure that the plans can be easily modified and updated, however, we recommend that the PentaHelix SECAPs clearly separates between:

- A. Those parts of the plan that are unlikely to change on a short time basis:
 - assessment of the current framework, with baseline calculations and general descriptions of local or regional emission sources,
 - -vision and main goals

- B. Those parts of the action plan that change from year to year as new actions are implemented. This can be altered yearly, or every second year. To see how this part can be set up, you can look at the “Mitigation Actions” (available at [2]). This part of the SECAP should preferably be integrated with the municipality’s budget processes.

In addition, we recommend to

- C. Develop a “climate budget”. This is an overview of all actions that need to be implemented over the long-term period to reach the vision set in part A. This is also where you can make a note of actions suggested by the task force or other actors, that currently do not have the political drive to implement, and/or lack funding.

Involvement processes

The key to a successful SECAP is a good involvement process, including a wide range of stakeholders from all pillars of the PentaHelix: public sector, private sector, academic sector, NGOs, and the civic society. Throughout the process, from the development of the plan, through the implementation phase, and to the re-evaluation phase, we should aim for real involvement of all the different types of stakeholders.

To structure the involvement process and ensure that all parts of the society are involved, a local or regional “PentaHelix taskforce” should be established. This taskforce should include actors from all five pillars of the PentaHelix, preferably as representative of the local and regional environment as possible.

The taskforce should be included as early as possible in the process and continue to be included throughout the entire planning process (development, implementation, re-evaluation). This helps to ensure that the SECAP is well anchored in all parts of society.

The taskforce mainly functions as a reference group, but their role is not limited to this. The members of the group should be chosen carefully, with focus on their contact with their part of the PentaHelix pillar, and their ability to mobilize relevant actors from this sector for workshops. They should also be encouraged to contribute actively with relevant knowledge and information.

It takes time to build the necessary trust and confidence in a group. If possible, the taskforce should build on existing networks. In such cases, the taskforce will be able to start working efficiently from the start, and 1-2 annual meetings might be sufficient. If the taskforce has to be built from scratch, it might be necessary to increase the number of meetings for the whole or parts of the taskforce. Too many meetings will be perceived by several of the actors as “time wasting”. Too few meetings will reduce the usefulness of the group.

Local adaptations need to be made regarding the size and composition of the taskforce, the number of meetings, and meeting agenda.

How to build the PentaHelix taskforce:

The PentaHelix taskforce should consist of one to three actors from each of the five parts of the PentaHelix:

- A. The public sector
- B. The private sector
- C. NGOs
- D. Private citizens
- E. Academia

The following criteria might be of help when choosing the actors for the taskforce.

- Actors that are able and willing to follow the entire planning process, from the preparation of the plan to the implementation of the measures
- Actors that contribute constructively to the process
- Actors that have a network in the relevant sector
- Actors that can represent a larger variety of stakeholders from their pillar of the PentaHelix

Examples of types of actors that can be invited to join the PentaHelix taskforce:

A. The public sector

- I. Administrative representatives from municipalities, regional government, national governmental agencies
- II. Political representatives from municipalities or regional government (elected to represent the local or regional authority in the taskforce)

Be aware of:

- Making sure the representatives have relevant knowledge (broadly within energy, environment, climate), and have authority to represent their local, regional or national agency. It can be useful to give the municipality guidelines about what hierarchical level the representatives should belong to, especially if there are representatives of several municipalities present.
- Avoid choosing political representatives that have not been elected by the relevant authority to be their representative in the taskforce

B. The private sector

- I. Representatives from employer's unions, chamber of commerce, or similar organizations. (Use the EBN network[3])
- II. In municipalities that are dominated by one or a few larger companies, representatives of these industries might be included
- III. Representatives from the ESCOs / cooperative structures

Be aware of:

- The SECAP must be, and must be perceived to be, neutral, and equally beneficial to all parts of the private sector. If the taskforce members represent a single company or industry, extra care must be taken to include other companies or industries through workshops, public hearings, etc.
- The private sector should be challenged to increase the level of ambition of the SECAP.

C. NGOs

- I. Local or regional environmental organizations
- II. National environmental umbrella organizations (use the CAN network[4])
- III. Unions organizing natural scientists might also provide knowledgeable and relevant representatives
- IV. If present, youth environmental organizations should get their own representative

Be aware of:

- Look for representatives that contribute constructively to the process, and are willing to focus on knowledge and compromises, rather than opposition

D. Private citizens

- I. Residents' associations
- II. Employee's unions and other organizations that cover a large number and variety of citizens. These can be umbrella unions, and/or unions focusing on industries that are important in the region
- III. Inter-religious organizations (ecumenic boards, cross-religious cooperative boards, etc)
- IV. The municipality might already have panels representing specific groups: handicap panels, boards for elderly, youth panels, immigrant advisory boards, etc.

Be aware of:

- Look for organizations that are perceived as neutral, and that are open to all or most citizens.
- Look for representatives that contribute constructively, and who won't focus too narrowly on small, local topics
- Look for representatives that are able to mobilise a broad range of citizens

E. Academic sector

- I. Academic or administrative employees at local or regional universities or colleges
- II. Researchers from local research centres

Be aware of:

- The SECAP should be operational and focus on actions that can be implemented within a limited time horizon. Be careful that the research partners do not shift too much of the perspective and resources towards future horizons and new innovations.

Suggestion for first taskforce meeting agenda

1. Short introduction to what a SECAP is
2. What is the suggested timeline of the process, and where is the municipality now?
 - a) If a vision or main goal already has been suggested or decided politically, introduce this, together with the relevant national and EU goals
 - b) What is the mandate of this group: what should the participants be expected to contribute, and what can they expect to have influence over?
3. Presentation round: who are the actors in the room:
 - a) What is their background
 - b) Who do they represent
 - c) Does the organization or group they represent already have climate targets?
 - d) Do they already have visions or goals for the SECAP work, or for what they want to achieve through their participation in the Taskforce?
4. Creative workshop: Which climate measures should be implemented in your municipality/region (NB: do not sort, do not qualify or criticise. All ideas are good ideas in this phase)
5. Based on the ideas in #4: are there any suggestions to workshops, meetings, or other activities that can be planned to go deeper into one or more of these topics? How can the different members of the taskforce contribute to this/these activities?
6. Which other actors and stakeholders should be invited to the workshops? Enlist the participants in mapping relevant stakeholders.
7. Establish meeting plan (set next dates)

How to involve the different stakeholder groups

When relevant actors have been mapped, and workshop topics chosen, the details of the workshop should include:

- Is this a regional or local issue? Is it relevant to discuss on a regional level with larger stakeholder, inter- or intra municipal, or maybe the issue is best discussed within one village at a time.
- Which stakeholders should participate at which level; some may be relevant for the planning phase or the feedback phase, others are essential for a relevant discussion at the workshop. It is important to have a good plan, so the important stakeholders don't get worn out.
- Map the interests of the target groups: what would motivate them to participate? Can we show the usefulness of participating; getting new knowledge, getting an edge over the competition, etc. Are there any key actors that can be recruited early, that can motivate others to participate?

- What is the purpose of including this stakeholder? Do they have the knowledge necessary for the SECAP? Can they help change the direction of the discussion and bring in other viewpoints? Do they have new solutions, new ideas, innovative methods, etc?
- How will the input be received (handwritten notes from participants, online input, secretary from each group)? And how will the participants receive feedback on their input?
- One size does not fit anyone; target the workshop and communication to the target group. Invest in relevant and good key note speakers that lift the quality, message, and broaden the view.
 - The industry often prefers efficient meetings with clear goals, focusing on consequences and costs. Getting knowledge about climate regulations and possibilities for funding can be motivating, and a good starting point for the discussions.
 - The agricultural sector often prefers to have time and room for dialogue, and see value in meeting people face to face. The timing of the meeting is very important, with respect to growing and harvesting seasons, hunting seasons, etc.
 - Children and youth often have high energy and can be impatient to see results. Variation throughout the day is important. It will often be easier to get concrete advice on specific topics, than more general and overarching goals. Be ready to receive a lot of input in a very short time. To reach a broader range of children and youth, it is better to go to them where they are; in school, in football clubs, in youth clubs, or through social media.
 - Citizens are challenging to reach, since it often is the same people attending the meetings every time, non regarding what the topics are. Focusing on local topics, having an engaging speaker about a topic close to heart, or meeting people on arenas where they already are present, might help. Be also aware of what the burning topics in the local society are. Will a focus on these enhance the discussion, or divert it? There should be a plan for how to keep on track, while keeping the people engaged. Often, answers to these common questions can be prepared in advance. (See climate communication guidelines, available at the PentaHelix website[5], for detailed advice). Sometimes, it takes time for information to spread. Keeping an open line over time; online, in social media, or via meeting points such as the library, might help reach more and other people than if you invite to a few events on specific dates.
 - NGOs often have very clearly defined issues they are fighting for, and will usually appreciate the opportunity to cooperate with the municipality or other actors on these topics.
 - For the public sector, international, national and regional targets may be a good starting point, with focus on how these impact the city both on positive and negative terms; Which measures will the city have to implement to follow the legal demands, and which measures can the city get funding for due to new climate targets? For local authorities with climate ambitions, focusing on their own goals, visions, and strategies can be a good starting point.

- Academic stakeholders have interest in meeting other stakeholders for possible collaborations, but are also interested in learning situations for their students. It is usually of greater interest for them to participate in a workshop together with other relevant stakeholders (industry, agriculture, etc), rather than more targeted/isolated meetings.
- Some workshops may contain several stakeholder groups, and achieve better results through dialogue across the sectors. Including youth in these dialogues might reduce tension that might arise due to cultural differences. In these workshops across sectors, it is important on focusing on building cooperation and alliances to find the good climate measures.

Example of stakeholder cooperation

Some topics can be solved through one or more workshops, other times it might be useful to establish a smaller group that focus on a specific topic over longer time. This case describes one way to do this with actors from the agricultural sector.

Case: Climate- and Energy planning with focus on Agriculture and Forestry.

Team Agriculture and Forestry was established through an invitation to municipalities to participate in a work to help with the climate- and energy planning. The team consisted of 8 members, 5 volunteers from the agricultural/forestry administration in different municipalities, member from the County Governor (national authority) and the team leader from Østfold County Council / Klima Østfold [6].

The group's mandate:[6]

- Identifying a need for new knowledge and get an updated knowledge base
- Suggest goals, strategies and work to do.
- Give a timetable for the work
- Communicate and share knowledge relevant to agriculture and forestry.

The deliveries:

The team produced 2 workshops, 2 short summaries and a 30 page report together with a scientific institute (NIBIO) during mainly 2018. The team had 4 meetings + the 2 workshops during the time available. The team also established a reference group to keep the work close to the farmers and businesses influenced by the municipal SECAPs.

The reference group consisted of 9 members from:

- Individual farmer, known for his work and Climate thinking
- The farmers association
- Norwegian Agriculture Advisory group
- Businesses in forestry
- Klimasmart Landbruk (project on climate smart solutions for the agricultural sector)
- Innovation Norway (national funding agency)

Work process:

- The team discussed and found main headlines for program for two workshops
- Developed main descriptions for a report to give guidelines to A & F vs climate planning
- The team leader made the detailed program and supervised the workshops.

Workshop 1: Presentation of a newly produced app made for Climate calculations on individual farms. Will allocated data for all farms be useful for local planning?

Invitations were sent out through prepared lists, also with hints of possible applicants to a series of classes on the topic. Many participated, due to the location – a nearby agricultural school. The participants were mostly young and farmers to be, but also experienced farmers and scientists.

Workshop 2: Forests and forestry – how to use forests to reduce CO₂?

Location for the workshop was in a forest area, but also with a certain distance to cover to get there. Viewing the list will show approx. 20 participants, our expectations were a bit more ambitious. On the other hand – the most relevant actors were present.

Report: The team leader led the dialogue with the scientists writing the report – version 1.0. This version was sent to the reference group, they also discussed the report in a meeting. Their comments were brought back to the authors before finishing the version 2.0.

The summaries and report are being distributed to the municipalities to inspire Climate planning in general and give some Agricultural and Forestry answers in special. The summaries will be available at the PentaHelix webpage [5] after translation.

Sources:

- [1] Joint Research Centre, “Guidebook ‘How to develop a Sustainable Energy and Climate Action Plan (SECAP)’ PART 3-Policies, key actions, good practices for mitigation and adaptation to climate change and Financing SECAP(s).” 2018.
- [2] Covenant of Mayors, “Sustainable Energy and Climate Action Plan (SECAP) template.” [Online]. Available:
https://www.covenantofmayors.eu/index.php?option=com_attachments&task=download&id=142.
- [3] “EBN | innovation network.” [Online]. Available: <https://ebn.eu/>. [Accessed: 27-Feb-2019].
- [4] “CAN Europe.” [Online]. Available: <http://www.caneurope.org/>. [Accessed: 27-Feb-2019].
- [5] “PentaHelix project website.” [Online]. Available: <https://pentahelix.eu/>. [Accessed: 27-Feb-2019].
- [6] “Østfold fylkeskommune.” [Online]. Available: <https://www.ostfoldfk.no/english/>. [Accessed: 27-Feb-2019].