



New Enabling Visions and Tools for End-useRs and stakeholders thanks to a common **MO**deling app**Ro**ach towards a Climat**E** neutral and resilient society

## D2.3 NEVERMORE engagement strategy

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## Abbreviations and acronyms

Acronym	Description
GDrive	Google Drive
IAMs	Integrated Assessment Models
IPCC	Intergovernmental Panel on Climate Change
OPT	Open Space Technology
SDGs	Sustainable Development Goals
TC	Transnational Council

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## Executive Summary

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This document was drafted in the framework of the Horizon Europe funded project "New Enabling Visions and Tools for End-useRs and stakeholders thanks to a common MOdeling appRoach towards a ClimatE neutral and resilient society" project (NEVERMORE project ID 101056858). The project is determined to support excellence in research on climate science and climate policy.

The document, a Deliverable resulting from the activity carried out within Task 2.3, presents NEVERMORE's stakeholder engagement strategy. It was developed to identify and involve and to keep the stakeholders engaged at the case studies and transnational level, ensuring their effective participation and contribution within the Local and Transnational Councils of Stakeholders. It is part of Work Package 2 of the project, which focuses on "Stakeholder engagement, co-design activities and social science for climate action".

The development of the NEVERMORE Engagement Strategy is based on the main objectives of the project implementation, but also on the requirements set by the EU-funded Horizon Europe NEVERMORE project (i.e., the Grant Agreement). The development of the plan conducted by the project team aims at (a) raising awareness and informing stakeholders and target audience; (b) establishing five Local Councils and one Transnational council; (c) identifying the challenges and priorities of local socioeconomic and policy sectors in relation to climate change; (d) imagining future scenarios and defining adaptation and mitigation measures. Therefore, the implementation of the plan is crucial for the success of the project and for the sustainability of outputs in the long term.

## 1. Introduction

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According to the UN Secretary-General, the 2021 Intergovernmental Panel on Climate Change (IPCC) report on Climate Change depicts a “code red for humanity”. It is thus essential to **work for a climate-resilient society** fostering climate neutrality and mitigating climate change impacts by improving the translation of scientific insights into policies and social practices.

The NEVERMORE project aims to better understand the interactions between mitigation and adaptation policies and measures to deliver sound technical and policy recommendations to create a climate-neutral and resilient society. Thus, the NEVERMORE project is determined to **support excellence in research on climate science and climate policymaking** by overcoming the silo approach currently adopted for evaluating climate change impacts and risks across sectors and adaptation and mitigation policies and measures in favour of **an integrated assessment one** relying on the multiple feedbacks that occur between the variables and domains involved in climate change.

NEVERMORE acknowledges that **policymakers and civil society** must spearhead climate action and should be the **main recipients of scientific knowledge**, and puts them at the core of climate change action for:

- **ADVANCING on interdisciplinary co-production of knowledge with the participation of stakeholders in climate science and policymaking**, leveraging the Integrated Assessment Models (IAMs) produced by MEDEAS and LOCOMOTION projects. The **IAMs** aim to assess how climate action, via climate policies, can steer the world towards a more sustainable future, analysing the interactions between society, economy, and environment among others, while **climate impact science** and **risk analysis methodologies** provide detailed information on climate change impacts. The focus is on building an integrated modelling approach that combines those areas to better understand future climate change impacts and feedback, and interaction, complementarity and trade-offs between adaptation and mitigation strategies.
- **EVALUATING climate change impacts, risks, and vulnerabilities from global to EU, national and local scales, and adaptation and mitigation strategies**. The NEVERMORE integrated common assessment framework will be the backbone for evaluating them in a robust, reliable, detailed, and transparent way. Such framework will be validated in five case studies (Sitia-Crete-GR, Trentino-IT, Norrbotten-SE, Murcia-ES, Danube delta-RO).
- **SUPPORTING policymakers in decision-making to tackle climate change** and promote the necessary societal transformations by delivering user-friendly tools for policy coherence tailored to their needs.
- **INFORMING stakeholders and end-users** (citizens, policymakers, investors, consultancies, associations, NGOs, renewable energy companies, landowners, farmers, etc.) **on the societal transition** towards a more resilient society by increasing their knowledge and attention on climate change and providing a better understanding of its effects and future scenarios.
- **UPTAKING research outputs to foster international cooperation** (e.g., with the Covenant of Mayors for Climate and Energy, Climate ADAPT), the creation of **partnerships** including researchers, stakeholders and end users, and capacity (IPCC, EU Mission “Adaptation to climate change including societal transformation”) towards a coordinated global climate action in line with the Paris Agreement and Sustainable Development Goals (SDGs).



Figure 1. NEVERMORE Approach.



This project aims to foster the **practical usability of theoretical models** in policy making and the design of strategies, ensuring the match between policy-making and modelling theory to improve the interaction and mutual learning among experts, modellers, policymakers and other stakeholders. In order to respond to the challenge of transforming **climate impact data into useful information** guiding decision-making, the project foresees the establishment, **both at the local and transnational level, of six Councils of Stakeholders to ensure the active involvement of public and private actors** in co-designing, co-creating and co-assessing activities building on social innovation.

Considering the pivotal role that the six councils play for the whole consortium, and specifically for the Case Study Leaders, it is important to develop a cohesive strategy for engaging stakeholders so that every partner is working together towards the same end goal. This premise is the starting point of the **NEVERMORE stakeholder engagement strategy**, which will play a key role in the project - as highlighted earlier - and is presented in this document.

This document articulates the main points of the strategy by answering five questions: WHAT, WHY, WHO, WHEN and HOW:

- **WHY:** Why do the councils of stakeholders and a stakeholder engagement strategy matter for the Nevermore Project? Why are two types of councils (local and transnational) foreseen?
- **WHAT:** What is a stakeholder engagement strategy?
- **WHO:** Who are the stakeholders that will be involved in the councils?
- **HOW:** How do we involve them? What tools will we use? How will the councils work in synergy with the NEVERMORE project? How will the consortium work?
- **WHEN:** When will the councils' activities take place?

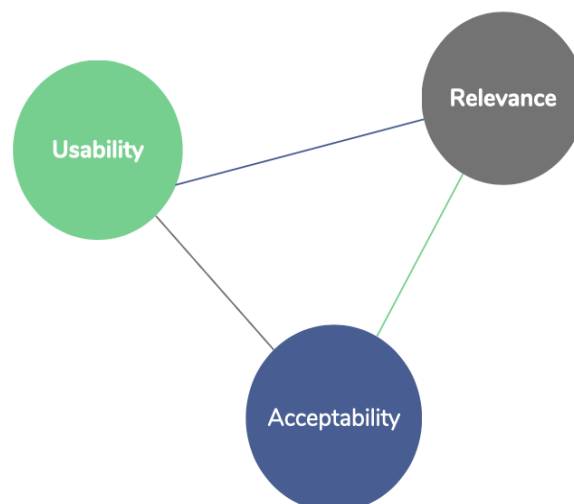
## 2. WHY: objectives of the stakeholder engagement strategy

The goal of the NEVERMORE stakeholder engagement strategy is to provide a methodology to foster the **engagement and commitment of stakeholders** (public and private actors) and create collaborative local and transnational ecosystems where stakeholders can enhance their knowledge, exchange experiences, co-design and test services, models and ICT tools, and co-assess activities building on social innovation.

Thanks to this plan, the NEVERMORE project can set up a **fruitful engagement and co-creation strategy** to collect information on stakeholders' and end-user needs, expectations, and feedback for developing practical and effective models, ICT tools, and services. The project is based on the understanding that, **even though the challenge of transforming climate data into useful information guiding decision-making is currently addressed by several models, services, and decision-support tools, these are often evaluated by end-users as barely relevant or inefficient.** This is due to several interconnected factors, such as:

- **The model pays limited attention to tipping points.** Especially those in socio-economic systems that are still underexplored, whereas they might be highly relevant for policymaking.
- **Pitfalls in the stakeholder engagement process:** e.g., lack of institutionalised and early engagement, lack of attention to power dynamics among actors.
- **Lacking recognition of the users' diversity and their varied interests, values, and identities as well as objectives and skills,** along with limited localisation and customisation of climate information, can hinder the understanding of users, requirements, and the context of the use of models, tools, and services to develop effective stakeholder-driven models.

Figure 2. Usability, relevance, and acceptability.



The NEVERMORE project aims to overcome these limitations by enhancing the **usability, relevance, and acceptability** of climate change decision-support models, services and tools by pursuing participatory approaches, interdisciplinary knowledge integration, and citizens' engagement.

This approach takes the process of tackling the aforementioned issues a step further, engaging key stakeholders in determining the case studies and the final tools ensuring that the questions addressed by the project have both **cultural** and **political relevance**. Through the process of engagement, there is also a higher chance to generate some sense of receptiveness and ownership of the project's outputs among the stakeholders involved. This will not only increase the legitimacy of the project but also encourage and motivate the stakeholders to continue their activities throughout the project's lifetime and possibly beyond.

Co-creation is at the core of the NEVERMORE project as it will leverage and pursue **participatory approaches** by involving the stakeholders in shaping the analysis and development of the case studies during all the stages of the process. The active involvement of stakeholders aims to foster the **practical usability** of theoretical models in policymaking, adaptation and mitigation strategies design, and - **mutual learning** among experts, modellers, policymakers and other stakeholders. The project will benefit from mutual learning thanks to iterative knowledge integration methods (e.g., iterative refining of the shared language and linkages, iterative cycles of collection, refinement and assessment of the stakeholders' inputs and needs) that can guarantee constant review and evaluation of the process.

In conclusion, by giving stakeholders a pivotal role in the generation of knowledge, the NEVERMORE project expects to guarantee the **usability, relevance, and acceptability** of the tools developed and consequently move forward in:

- **Stakeholders' empowerment** – i.e., increasing stakeholders' capacity to use the knowledge produced.
- **Social learning** – i.e., allowing stakeholders to develop relationships or networks among each other.
- **Relevance of models and information** - due to the strong localisation of the Local Councils and the anchoring of NEVERMORE outputs in the territorial needs and reality of the targeted user groups.
- **Prolonged and continuous use of tools** – i.e., by involving stakeholders and end-users from the beginning, the project aims to make the methods adopted replicable and the tools developed useful beyond the project's lifetime.

This goal of ensuring the **active involvement of public and private actors in co-designing, co-creating, and co-assessing activities building on social innovation**, is pursued thanks to the establishment of **Local Councils of Stakeholders** per case study and a **Transnational Council of Stakeholders** that includes representatives from the local ones and further experts.

The five **Local Councils of Stakeholders** will bridge the gap between the scientific community (modelling theory) and decision-makers and end-users (practical applications, modelling activities). They will have a territorial focus and will be established in:

1. Island - Sitia, Crete Island (EL)
2. Mountain region - Trentino region (IT)
3. Boreal region - Norrbotten County (SE)
4. Mediterranean region - Murcia region (ES)
5. Wetland - Danube Delta (RO)

Figure 3. NEVERMORE case studies localisation.



Each local council will be managed by the corresponding relevant Case Study Leader, with the support of the Case Study Supporter, and will tackle the challenges identified in the following table.

Table 1. Case studies characteristics.

Case Study	Main policy sector	Socio-economic context	Main challenges
Island - Sitia, Crete Island (EL)	Water, biodiversity, agriculture	Agriculture (PDO products), tourism	Sea level rise, flooding, and droughts. Preserve biodiversity, food chain & archaeology.
Mountain region - Trentino region (IT)	Tourism & energy	Winter Tourism, energy production	Rising temperature, unpredictable precipitation patterns, and modified seasonal climate dynamics.
Boreal region - Norrbotten County (SE)	Water, agriculture	Agriculture, tourism, industry	Need of upgrading the energy system and allocation of resources for the climate.
Mediterranean region - Murcia region (ES)	Energy, fisheries, forestry, industry	Energy, production reindeer, tourism	Desertification due to soil erosion in agricultural systems. Sustainable water management.
Wetland - Danube Delta (RO)	Water, tourism, agriculture, energy, biodiversity	Agriculture, renewable energy, environmental protection	Endangered biodiversity and ethnical identity. Traditional occupations are disappearing because of a lack of resources. Children from isolated areas do not have access to high-quality education.

The **Transnational Council (TC)** will work as an **Advisory Board to the project Consortium** to analyse and compare the case studies results, synthesise results and lessons learned in local processes, and develop strategies for correction and advancement throughout the project.

### 3. WHAT: definition and methodology of the stakeholder engagement strategy

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Stakeholder engagement is the systematic identification, analysis, planning and implementation of actions designed to involve stakeholders. The term reflects a broad, inclusive, and continuous process between a project and those potentially impacted by its results. Stakeholder engagement within a research project is particularly relevant when tackling complex issues with high levels of uncertainty, such as climate change.

The NEVERMORE stakeholder engagement strategy will not be built completely from scratch but will be based on various existing and established trust relations already visible in the project proposal. All 16 project partners will be involved in the stakeholder engagement, given the variety of existing connections and areas of interest.

In addition, the stakeholder identification phase has already started as ALDA prepared the first tools in M4 so that the Consortium could start identifying stakeholders on the territory and reach out to them as early as possible. This was particularly relevant for two reasons: first, stakeholders' engagement is a process that takes time and resources, and it is advisable to start early. Secondly, it was a good opportunity for ALDA to have first feedback on the engagement levels proposed and tailor the strategy to the project as much as possible.

For clarity and ease of use, the strategy presents **stakeholder engagement as a process** divided into different steps. Although strictly adhering to the suggested time sequence will not always result in the optimal solutions, the steps outline issues and procedures that are necessary for planning and managing engagement.

Moreover, something that must be kept in mind while carrying out the strategy is that stakeholder engagement is not a quick fix or something that can be done solely online, e.g., via email, but it is a process that takes time and resources to build a connection and engage individuals rather than manage them.

#### 3.1. First step: identification of the stakeholders and their level of engagement

The first step aims to **identify the project stakeholders** and the strategic priorities for stakeholder engagement, keeping in mind the project's main issues and desired impact. While identifying stakeholders, it is important to reflect on **relevance**, i.e., the consortium needs to collectively determine the people and organisations that can both be impacted by the project and have the power to influence its outputs.

In this first phase, a **systematic approach** often works well, starting with delineating the project's geographic sphere of influence and the key topics to be considered. Given that it is neither advisable nor efficient (and usually not necessary) to engage all stakeholder groups with the same level of intensity for the same amount of time, being strategic and thinking ahead is essential to save time and resources. It means foreseeing **various levels of engagement** and reflecting on the priority to give to each stakeholder at any time. Engaging at a higher level allows for broader involvement and impact on the project and its outputs. However, this does not mean, for example, that offering information to

the stakeholders cannot lead to relevant changes in the relationship with them and their behaviour. Effective engagement usually consists, in fact, of a combination of different-level approaches.

It is important to keep in mind the dynamism of the situation and the possibility that both stakeholders and their interests might change over time, in terms of the level of relevance to the project and the need to actively engage at various stages. Moreover, it must be considered that the stakeholders who are members of the councils may change over time and that likewise, interest in the project may change over time (increase or decrease).

### 3.2. Second step: design of the process and active engagement

The second step is aimed at **first defining and then implementing, an engagement strategy** that can meet both the project and the stakeholders' expectations and goals. Once the stakeholders have been mapped and their needs identified, it is crucial to identify the correct approach from a wide range of possibilities.

The design of the engagement strategy was a participatory process that had its foundation in ALDA's experience and expertise with citizen engagement and then involved the consortium to adapt the general principles of stakeholder engagement and participation to the objectives of the WP2 and the whole project.

The NEVERMORE engagement strategy was achieved through the following actions:

- **Literature analysis and best practice search:** ALDA conducted an in-depth analysis of the literature and best practices related to the engagement of diverse stakeholders to understand the most suitable approach to apply to the different case studies.
- **The Engagement Strategy Working Group (FBK, ZSI, ALDA):** From M4 to M6, ALDA, FBK, and ZSI created a Working Group that met weekly to discuss some specific aspects of the engagement strategy. In particular, the working group discussed the construction of the Local Councils and the co-creation activities to be implemented with them (in charge of Task 2.4 – Coordination of the participatory processes with stakeholders and end-users).
- **Bilateral Meetings with Case Study Leaders** - ALDA took part in bilateral meetings with the Case Study Leaders, alongside FBK, to collect their first feedback on Memorandum defining the stakeholders' participation in the Local Councils and the recruitment process for the Local Councils among the stakeholders (MoU) (see Annex 3).

There is a vast amount of literature, best practices, and toolkits outlining various participatory methods and techniques to engage stakeholders, and this deliverable will present the most relevant ones (e.g., Open Space Technology - OST). Nevertheless, given the geographical and thematic diversity of the case studies, the proposal of participatory methods will serve as guidelines, and the ultimate choice of methods will depend on the Local Case Studies' specific characteristics and needs, considering the context and the type of stakeholders engaged. This strategy will provide an overview of the most appropriate technique for each situation as well as some suggestions and considerations on their applicability circumstances.

To keep the stakeholders engaged, it is fundamental to give them a **shared purpose**. For this reason, the councils will have the aims indicated below:

- The Transnational Council will act as the **Advisory Board** of the project.

- By the end of the project, the local councils will produce a **policy proposal** or an **action plan** for their territory, that will be shared with the Local Authorities in the Handbook (Deliverable 8.6).

The process design and the active engagement designed in this step must include:

- The stakeholders;
- The actions to implement to engage them;
- The suggested tools to use;
- The roles and responsibilities of each NEVERMORE partner;
- The suggested timeline;
- The expected results.

### 3.3. Third step: process monitoring and long-term view

The third step is aimed at analysing feedback and inputs during stakeholder engagement and putting them into practice. In fact, although the engagement process has already started, at M6, when this deliverable is due, the whole process is not finished yet.

Monitoring tools will be provided to check the quality and the development of the engagement strategy at the project level.

In this last step, it is also relevant to build a long-term relationship and have insights and objectives that can go beyond the life of the project and carry on its outputs after it ends. For this purpose, one of the activities foreseen for the Advisory Board is to encourage members to reflect on actions that can be a follow-up of the project’s relevant outputs, in cooperation with the consortium.

#### GOLDEN RULES FOR A SUCCESSFUL STAKEHOLDER ENGAGEMENT

- **START EARLY** - Stakeholder engagement and relationship-building take time and resources. Trust, mutual respect, and understanding develop and evolve over time based on experiences and interactions.
- **ALLOCATE TIME TO IT** - Take the time to get out, meet the stakeholders, and speak with them. Make sure you understand their points of view and concerns.
- **TAILOR THE ENGAGEMENT PROCESS TO THE PROJECT NEEDS** - identifying the various and multiple needs associated with the project by studying the timing and methods of implementation.
- **MAKE SURE THAT THE GENDER BALANCE IS RESPECTED AND EVERYONE FEELS INCLUDED** - The key to engaging a group of stakeholders representative of one’s territory is not only to ensure that it is gender-balanced but also that it represents the diversities of the territory as much as possible. To this end, it is relevant to map various stakeholders and adopt an inclusive language and communication style.
- **CONSIDER THAT GROUPS WILL NOT REMAIN THE SAME** - The group one starts with rarely corresponds to the final group. On the one hand, it is very important to carry out team-building activities to make the group as cohesive as possible from the beginning, on the other hand, it is important to identify the “strong believers” in the group, i.e. those who are likely to be part of the process for a long time, can build bridges with other potential stakeholders, and support the Local Case Studies in the life of the Council. In addition, the identification and reaching out to



stakeholders must be an ongoing process.

- **BE CLEAR AND TRANSPARENT** - Successful stakeholder engagement can raise the expectations about their participation in the project and impact on the policy outcomes. The risk of high - and sometimes unrealistic - expectations is that, when not met, stakeholders may disengage. Therefore, it is always advisable to be very clear and transparent with them on the expected role of the stakeholders in the project and the impact and influence they can have on the project and policymaking.
- **COMMUNICATE WELL** - Adopt an understandable language adapted to the type of stakeholders engaged. This aspect is especially relevant since most stakeholders do not have any prior knowledge of Climate Change issues and modelling techniques (Integrated Assessment Models).
- **REWARD THEIR ENGAGEMENT** - Always valorise and reward stakeholders' engagement. There is no need for prizes or material rewards, but make sure to take participants' ideas, inputs, and needs seriously.
- **FOLLOW-UP** - It is advisable, and good practice, to follow up with stakeholders once they have been consulted. Make sure to report back to them highlighting the role they played in the co-creation activities and explaining what inputs were not considered and why. Starting meetings with follow-ups increases the credibility of the engagement process and the project itself.
- **BE KIND AND UNDERSTANDING** - Not everyone will immediately be as receptive as you would like them to be; always create an accepting and understanding environment.
- **HONOR EVERYONES' TIME** - Be cautious to start and end meetings on time, set clear meeting agendas, prepare members for the meetings and provide comprehensive instructions.



## 4. WHO: target groups and the councils of stakeholders

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The first step in any process of stakeholder engagement is defining the stakeholders themselves since there is a wide range of actors who may be included as stakeholders.

The Intergovernmental Panel on Climate Change (IPCC) defines a stakeholder as ‘a person or an organisation that has a legitimate interest in a project or entity or would be affected by a particular action or policy’. By establishing six Stakeholder Councils, the project can ensure the active involvement of everyone with a “legitimate interest” - public and private actors - in the co-design, co-creation, and co-assessment of social innovation-based activities. The Local Councils in the five case studies and the Transnational one will be crucial grounds for understanding and mapping the needs and interests of different actors related to climate change of different actors, informing modelling approaches, and promoting the adoption of decision-support tools by relevant stakeholders and the wider public.

### 4.1. Local Councils

To leverage and pursue participatory approaches and interdisciplinary knowledge integration, five Local Councils will be set up, one in each of the five case studies of the NEVERMORE project (see chapter 1). With the creation of the **five Local Stakeholder Councils**, the aim is to promote the **engagement of organisations and citizens at the local level**. To achieve this goal from the very beginning of the project, ALDA, together with the leader of Work Package 2 (FBK), provided to the other Case Study Leaders and Supporters predefined general categories and guidelines for identifying to identify potential members. Thanks to these categories and the model of the quadruple helix that adds to the framework of interactions between university, industry and government a fourth component: the public, consisting of civil society and the media (Carayannis, E.G. and Campbell, D.F.J., 2009), different interests and peculiarities of the local population could be represented in the Councils. This definition also considered the inputs and feedback that emerged during the participatory activities on the topic carried out during the Kick-off meeting of the project.

The proposed **general stakeholder categories** are:

1.  ***Policymakers (public bodies, local authorities)***: through the analysis of climate change impacts and risk at the case study level in the five case studies, the NEVERMORE project aims to imagine future scenarios and define adaptation and mitigation measures, which is why public administrations should be key stakeholders within each Local Council.
2.  ***Academia/Research Centres***: given the high scientific and research components of the project, it is essential to involve also research institutes and universities that know the topics and have been analysing them for a long time.
3.  ***Private bodies***: it was suggested to involve the economic actors of the most representative private sectors in each case study (e.g., tourism, energy) in the Local Councils as they could effectively identify the most urgent local challenges and priorities related to their sector regarding climate change.
4.  ***Civil Society (NGOs, associations)***: considering the relevance given by the project to the synergies with local realities, it is crucial to aim at a broad participatory dimension and involve representatives of civil society.

5. **Vulnerable groups**: representatives of vulnerable groups are necessary and are fundamental voices to be heard in a Local Council. A detailed definition of ‘vulnerability’ is presented in this strategy (see 3.3.1).
6. **Biodiversity representatives**: the NEVERMORE project wants to distinguish itself by paying attention and emphasising the relevance of the “interests of nature”, giving space to an environment-centred perspective too.
7. **Experts from other Horizon projects**: initially, this category was considered for the Local Councils to involve local organisations already participated in European projects, especially in Horizon projects, but, as explained below, later, their presence was also considered more relevant for the Transnational Council.
8. **Media**: local media is an important stakeholder group that is seldom actively involved but knows the territory from many sides and can be essential for disseminating and exploiting the project results.

These categories are the result of a shared reflection. They were considered the most suitable to represent the diversity of territories in each case study. So far, we have received positive feedback from the case study leaders, who contacted potential members of each Local Council. Thanks to these categories, each case study and council will be able to identify the local challenges, try to shape future scenarios, and define adaptation and mitigation measures by hearing the voices of different actors in the society of each European geographical area represented by the NEVERMORE project.

As the Stakeholder Maps for each case study show (see the example in Annex 1), many more stakeholders than required have been identified. Furthermore, the mapping will not end with the symbolic establishment of the Local Council but will be an ongoing process.

The engagement of stakeholders in the local councils will **continue over the course of the project**, starting with the first signatures of the MoU in November 2022. Notably, the creation of the Local Council will not end in November 2022 but continue throughout the entire duration of the NEVERMORE project.

## 4.2. Transnational Council

According to the NEVERMORE Grant Agreement, the Transnational Council of Stakeholders consists of a heterogeneous group of stakeholders who will be involved in the co-design, co-creation, and co-assessment of the NEVERMORE solutions to ensure the project delivers practical and user-friendly tools and services. Stakeholder representatives from the case studies and high-level experts from different fields and organisations (e.g., the German Corporation for International Cooperation, the Netherlands Environmental Assessment Agency and Joint Research Centres) will meet regularly in the Transnational Council to **synthesise the results and lessons learned in local processes** and conduct an analysis and comparison of the case studies’ results to develop strategies for modifications and advancements throughout the project. Members from organisations involved in Horizon projects funded under the same topic (HORIZON-CL5-2021-D1-01-05) could also be involved.

Considering this clear initial direction and based on what was said in the previous chapter on the set-up of the five Local Councils, the intention was to create a **Transnational Council intended as an Advisory Board consisting NEVERMORE of 15/16 members** divided as follows:

- 10 members will be selected from Local Councils (two members per Local Council);

- 6 members will be high-level experts at the European level identified thanks to a collective effort of the Consortium partners.

As stated in the section 3.1 “about the stakeholder mapping activity conducted for the establishment of the Local Council” and in the Stakeholder Map paragraph, there was also a desire to give space to vulnerable groups’ representatives, hence it is advised that the two Local Council members joining the Transnational Council should be strongly guiding elements, such as a policymaker and the representative of a vulnerable group. Although involving this kind of social actor at the Transnational level could be challenging, it is nonetheless advised to try to do so in order to make local representatives of vulnerable groups’ voices heard outside the local/regional sphere.

To ensure the efficient operation of the Transnational Council's work, members are required to speak English fluently.

The **profiles identified for the Transnational Council members** are:

- Profile 1: Climate change scenarios and climate modeling expert.
- Profile 2: IAM Modeling expert.
- Profile 3: Expert in climate change impact on society with a focus on the vulnerabilities caused by climate change.
- Profile 4: Climate adaptation and mitigation policies expert;
- Profile 5: Expert in climate change impact on biodiversity.
- Profile 6: Climate risks analysis expert.

The desired profiles of the six transnational experts to be involved in the NEVERMORE Transnational Council were shared with the partners: since the profiles are highly specific and therefore input on the identification of these experts was sought from consortium partners most familiar with the field of each profile (e.g., UVA and CARTIF for the IAM Modeling profile).

During the Kick-off meeting, it was further suggested that, if partners were unable to find these experts within their networks, they might try looking among projects financed by the Horizon Europe programme (e.g., the so-called *sister projects*) (see chapter 3.2.1).

The heterogeneous composition foreseen for the Transnational Council can successfully represent all the interests and areas covered by the NEVERMORE project.

#### 4.2.1. Involvement of other Horizon projects

Throughout the NEVERMORE project, partners will explore **cross-promotion synergies with other relevant EU projects and initiatives** to increase the exchange and dissemination of project results. For this reason, the composition of the Transnational Council will prefer figures who, in addition to having extensive expertise in the project topics, are already involved in other projects funded by the Horizon Europe Program.

Projects to involve
Projects that fall into the same topic of NEVERMORE HORIZON-CL5-2021-D1-01-05 (So called - <i>sister projects</i> )
<a href="#">DISTENDER</a> - <i>DevelopIng STRatEgies by integrating mitigation, aDaptation and participation to climate changE Risks</i> – Coordinator: Universidad Politécnica de Madrid.

The DISTENDER project develops a methodological framework to bring together adaptation and mitigation strategies against the risks of climate change and enable their creation through participatory processes of those involved in decision-making. Based on localised information from six main case studies at national, regional, and local levels, as well as various mathematical models, quantitative and qualitative analyses are conducted to test the holistic approach developed by the project against specific climate risks. Considering cross-sectoral impacts at different levels, these analyses facilitate the understanding of interactions, synergies, and trade-offs between different possible strategies. The knowledge generated will be made available through a digital decision support system, thus enabling further cities and regions to plan their climate change strategies in a transversal and interdisciplinary way.

[KNOWING](#) - *Framework for defining climate mitigation pathways based on understanding and integrated assessment of climate impacts, adaptation strategies and societal transformation* – Coordinator: AIT Austrian Institute of Technology.

KNOWING aims to develop a modelling framework to help understand and quantify the interactions between the impacts and risks of climate change, mitigation pathways and adaptation strategies. The framework will be used to assess the advancing climate science and further broaden and deepen the knowledge base essential to inform the societal transition towards a climate-neutral and resilient society by 2050, as well as towards a more ambitious greenhouse gas reduction target by 2030.

(Other projects)

Call LC-CLA-10-2020: Scientific support to designing mitigation pathways and policies

[4I-TRACTION](#) (1/6/2021-31/5/2024-36m) – Coordinator: ECOLOGIC INSTITUTE

[CAMPAIGNers](#) (1/5/2021-30/4/2024-36m) – Coordinator: JOHANNES KEPLER UNIVERSITAT

[EU 1.5 Lifestyles](#) (1/5/2021-30/4/2024-36m) – Coordinator: WESTFAELISCHE WILHELMS-UNIVERSITAET MUENSTER

[FULFILL](#) - *Fundamental Decarbonisation Through Sufficiency by Lifestyle Changes* – Coordinator: FRAUNHOFER

(Other projects)

LC-CLA-01-2018: Supporting the development of climate policies to deliver on the Paris Agreement, through Integrated Assessment Models

[PARIS REINFORCE](#) (1/6/2019 – 31/5/2022 - 36m) – Coordinator: National Technical University of Athens

[ENGAGE](#) (01/09/2019 - 31/08/2023 - 48m) – Coordinator: International Institute for Applied Systems Analysis

[LOCOMOTION](#) (1/6/2019 – 31/5/2023 - 48m) – Coordinator: University of Valladolid

[NAVIGATE](#) (01/09/2019 - 31/08/2023 - 48m) – Coordinator: Potsdam Institute for Climate Impact Research

It is important to note that the involvement of partner organisations from the above-mentioned projects and of experts from the fields relevant to the Transnational Council does not exhaust the project's efforts to seek synergies with them. In fact, through the support of and interaction with the **Horizon Europe Mission "Climate Change Adaptation, including Societal Transformation"**, at least 5 joint activities will be realised with projects supporting the same EU Mission. Finally, the timely, open

sharing and promotion of the project results through scientific and general publications, the participation in international and local events and conferences, as well as the clustering efforts towards other relevant projects and initiatives, will enable the creation of synergies and collaborations with the above-mentioned and further European projects.

### 4.3. Inclusivity and vulnerable groups

As climate change affects the entire population from desert areas to boreal zones, effective citizens' engagement in decision-making processes on climate change issues implies a high degree of inclusivity where no one is left behind. When people are included, their value is recognised and respected, and they are empowered. Therefore, in the NEVERMORE context, the **involvement of the local society cannot exclude vulnerable groups**.

It is not easy to find an unambiguous **definition of vulnerability**. Therefore, an exchange among the partners with a background in the social and human implications of climate change was initiated ahead. An analysis of the vulnerability concept was elaborated by the Centrum for Social Innovation (ZSI) and is reported in the paragraphs below.

The International Panel on Climate Change (IPCC) states that:

- “Vulnerability is the degree to which a system is susceptible to, unable to cope with, or adverse effects of climate change, including climate variability and extremes. Vulnerability is a function of the character, magnitude, and rate of climate change and variation to which a system is exposed, its sensitivity, and adaptive capacity.” (McCarthy et al. 2001, 6)
- “Human systems that are sensitive to climate change include mainly water resources; agriculture (especially food security) and forestry; coastal zones and marine systems (fisheries); human settlements, energy, and industry; insurance and other financial services; and human health. The vulnerability of these systems varies with geographic location, time, and social, economic, and environmental conditions.” (McCarthy et al. 2001, 5)
- “Vulnerability is a component of risk, but also an important focus independently. Vulnerability in this report is defined as the propensity or predisposition to be adversely affected. It encompasses a variety of concepts and elements, including sensitivity or susceptibility to harm and lack of capacity to cope and adapt. Vulnerability is also a link between climate risk and disaster risk communities, recognising complementarities and differences between these communities. Disaster risk management is the set of processes that improve understanding of disaster risk, foster disaster risk reduction, and transfer, and promote continuous improvement in disaster preparedness, response and recovery practices, increasing human security, well-being and sustainable development” (see Annex II: Glossary)
- “Vulnerability of ecosystems and people to climate change differs substantially among and within regions (very high confidence), driven by patterns of intersecting socioeconomic development, unsustainable ocean and land use, inequity, marginalisation, historical and ongoing patterns of inequity such as colonialism, and governance<sup>31</sup> (high confidence). Approximately 3.3 to 3.6 billion people live in contexts that are highly vulnerable to climate change (high confidence). A high proportion of species is vulnerable to climate change (high confidence). Human and ecosystem vulnerability are interdependent (high confidence).

Current unsustainable development patterns are increasing the exposure of ecosystems and people to climate hazards (high confidence). “ (Pörtner et al. 2022, 14)

- “Vulnerability is higher in locations with poverty, governance challenges and limited access to basic services and resources, violent conflict, and high levels of climate-sensitive livelihoods (e.g., smallholder farmers, pastoralists, fishing communities) (high confidence). Between 2010–2020, human mortality from floods, droughts and storms was 15 times higher in highly vulnerable regions, compared to regions with very low vulnerability (high confidence). Vulnerability at different spatial levels is exacerbated by inequity and marginalisation linked to gender, ethnicity, low income, or combinations thereof (high confidence), especially for many Indigenous Peoples and local communities (high confidence). Present development challenges causing high vulnerability are influenced by historical and ongoing patterns of inequity such as colonialism, especially for many Indigenous Peoples and local communities (high confidence).” (Pörtner et al. 2022, 14)

Furthermore, additional elaborations on **Societal Vulnerability** are reported below:

- “In a human context this [vulnerability] can mean many things, both physical and social; however, human systems and the social stressors that plague them exacerbate vulnerability, consequently negatively impacting resilience and adaptive capacity (Naylor et al., 2020; Osborne, 2015; Paavola et al., 2006; Williams et al., 2020). Social vulnerability is the ability to cope and adapt to any external stress regardless of physical risk (Adger and Kelly, 1999). This is an essential aspect of humanity’s capacity to adapt to climate change: If a community does not have the skills or resources to recover from or overcome the stress of climate change, then regardless of existing policies they will continue to be perpetually vulnerable.” (Kehler and Birchall 2021, 472)
- “Vulnerability to climate change, both social and physical, is truly an ethical conundrum; communities that are most affected by climate change often do not benefit from it, are most dramatically affected and continue to be othered from the processes of adaptation (Barnett et al., 2008; Benevolenza and DeRigne, 2018; Dixit et al., 2012; Kreslake et al., 2016; Pandey et al., 2017; Thomas and Twyman, 2006), while those who benefit do not pay the full cost, produce a significant portion of greenhouse gas, and have the privilege to escape any immediate consequences of climate change (Adger and Kelly, 1999; Andrew, 2008; Osborne, 2015).” (Kehler and Birchall 2021, 474)
- “Recognising that many factors influence vulnerability, we identify four broad themes as particularly helpful for understanding the social aspects of vulnerability and structure our review around these themes: resource access, governance, culture, and knowledge.” (Thomas et al. 2019, 2)
- “Such interventions are far more effective when they account for the ways that this review's four themes—resource access, governance, culture, and knowledge—interact with the three components of vulnerability—exposure, sensitivity, and adaptive capacity.” (Thomas et al. 2019, 2)



Furthermore, when tackling vulnerability, the social dimensions of **inequity, discrimination and marginalisation** must be considered through an intersectional perspective considering gender, race (including Indigenous People), national origin, age, health, the difference of ability, class, religion or spiritual belief, sexual orientation, gender expression, education, place of living (urban/rural.), etc.

Vulnerability can affect: i) **Access to resources** (access to tangible and intangible goods, public and private goods); ii) **Governance** (representation, or lack thereof, of vulnerable groups in decision-making bodies); iii) **Culture**; iv) **Knowledge** (knowledge transmission, social memory, traditional ecological knowledge, deep time knowledge, and knowledge co-production); v) **Employment**; vi) **Health**, vii) **Education**.

#### 4.3.1. Vulnerability in a climate change context

After having identified the definition of the term vulnerability, it is relevant for the project to reflect on the **concept of vulnerability** in terms of the largest challenge of our times: **climate change**.

Europe is warming faster than the global average. From 1991 to 2021, Europe has become 0.5° C warmer, leading Alpine glaciers to lose 30 metres in thickness, and 2021 was the warmest year ever recorded in Europe, with temperatures rising more than twice the global average (EEA, 2021a).

Climate change affects the different strands of the population differently. The elderly are more likely to be affected by heat waves than the general population (EEA, 2018), experience greater difficulties during extreme weather events, such as floods or fires, due to reduced mobility, and encounter significant mental and physical health problems due to, for example, living in a damp house after a flood or exposure to smoke from fires (ETC/CCA, 2018). These facts need to be duly considered since Europe is rapidly ageing: the percentage of people aged 65 or older in the EU-27 is expected to increase from 20.3 per cent (90.5 million) in 2019 to 31.3 per cent (130.2 million) by 2100 (Eurostat, 2020).

Mental health problems related to climate change are not a peculiarity of seniors only; children and young adults are particularly likely to develop them too (IPCC Sixth Assessment Report, 2021).

Climate change is disproportionately affecting women and girls, who face multiple oppressions. Due to climate change, women and girls have been exposed increasingly to gender-based violence, sexual assaults, child marriage, and the limitation or lack of access to specific healthcare. Besides having their sexual and reproductive rights endangered and not supported, often women lack access to fair education and, consequently, an equal workplace. Worldwide, women are underrepresented, and this condition is reflected in debates and policy-making focused on environmental issues. Women's rights should be key to tackling these issues, and their participation in decision-making processes about climate inequalities should be encouraged and improved.

During the NEVERMORE Kick-off Meeting (Trento, June 2022), ALDA coordinated five focus groups that could allow the five Local Case Study Leaders, alongside other project partners, to identify the stakeholders to involve. In that context, they were also asked to reflect on the concept of vulnerability. That was the very first exercise on this, and even if the concept was not clear yet, what emerged is:

- As for the Mediterranean region of **Murcia**, the main challenges experienced, such as water scarcity and flooding, were discussed. These affect, among others, low-income and unemployed people.

- On the **Island of Crete**, the elderly were identified as a vulnerable group since they present some mobility difficulties that affect their ability to comply with evacuation. Moreover, the sea level rise causes coastline erosion, and extreme rainfall events afflict all urban and rural areas, causing transport difficulties. This can be a problem for the youngest as access to schools cannot be guaranteed, especially for people who do not live in urban areas.
- In the **Trentino** region, vulnerable groups were identified mainly as young people living in mountain areas because there fewer job opportunities are offered, and the risk of unemployment leads to a general depopulation.
- **Northern Sweden** is characterised by large areas, a low population, and small municipalities (3.5 people/km<sup>2</sup>). Increased electrification, mining, and tourism interests may conflict with land use for reindeer herding. Human activities, and in particular changes in land use, have a strong negative impact on climate change, biodiversity, and ecosystem services.
- In **Tulcea**, vulnerable stakeholders were identified as: children- whose access to quality education is difficult because of the isolation in the Danube Delta, the traditional fishing sector as a specific local occupation- caused by the lack of resources, the hospitality sector- endangered by the landscape changes and accessibility in the Danube Delta area when severe drought or frost install in extreme weather manifestation.

In short, **vulnerable groups in relation to climate change are multiple** and differ from one case study to another, which is why from a preliminary analysis was deemed indispensable including the concept of vulnerability in the project research and the involvement of all societal stakeholders in each of the five Local Councils to be created.

Each territory starts from different levels of involvement and aims at different goals, and therefore, different levels of involvement were used, and the stakeholder map category 'vulnerable group' was left open and free of other categories such as 'media' or 'policy-makers'.

#### 4.4. Tools

In the following subchapters, the three main **engagement tools** of the first phase of the strategy are presented:

1. The **Stakeholders Map** is, to be intended as a living document that condensates the relevant stakeholders.
2. The **Memorandum of Understanding** defines the level of engagement the stakeholder is willing to provide to the project.
3. The **Letter of Invitation** is intended for the local case study leaders to contact the stakeholder and present the project aims.

All these tools have been drafted differently for the Local Councils and the Advisory Board.

##### 4.4.1. Stakeholder map

The **stakeholder mapping activity** is a core part of the stakeholder engagement process. It involves assigning characteristics to each stakeholder based on their nature in relation to the project or work. To have a clear idea of which stakeholders to involve, it is fundamental to develop a **stakeholder map**, i.e., a visual representation of the various individuals and groups defined as “stakeholders” by the consortium.



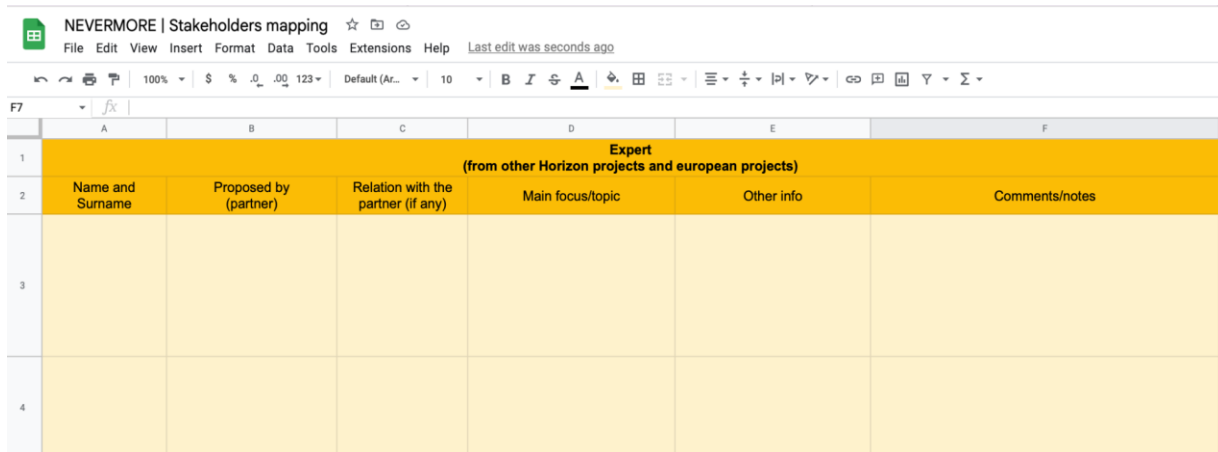
The brainstorming process about what stakeholders to involve must be a collective effort of all the project partners. In the context of NEVERMORE, some relevant stakeholders have already been identified during the project proposal writing. The brainstorming continued during the Kick-off Meeting, during which the consortium was split into five groups, one per case study to identify on the spot which stakeholders could be relevant for the NEVERMORE project, paying special attention to vulnerable groups in each territory.

From the feedback received during this group work, a **Stakeholder Map template** was developed, containing at least 8 guided entries (see chapter 3.1) and requiring the identification of at least 20 stakeholders per case study. For the Transnational Council, the same procedure was followed, and a Stakeholder Mapping sheet was dedicated to it. The suggestions for identifying its members stemmed from a long reflection done within the working group composed of ALDA, ZSI, and FBK and resulted in sharing the transnational experts' profiles with the whole consortium (see experts presented in chapter 3.2).

The tool provided by ALDA is an Excel form, to be used as a living working document that allows partners to brainstorm together - with the support of some guidelines.

Figure 4 represents the Stakeholder mapping of the template section dedicated to the Transnational Council section presented to the partner for filling, while Figure 5 corresponds to the model sheet presented for the five case studies. The six sheets are all part of the same Google Sheet document.

Figure 4. Stakeholder map - Transnational Council section.



Expert (from other Horizon projects and european projects)						
	Name and Surname	Proposed by (partner)	Relation with the partner (if any)	Main focus/topic	Other info	Comments/notes
1						
2						
3						
4						

Figure 5. Stakeholder map - Local Councils section.

NEVERMORE| Stakeholders mapping .XLSX ☆ 📄 ☁

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	A	B	C	D	E	F	G
1	Type of Stakeholder	Legal Name	Contact Person	Proposed by (partner)	Relation with the partner (if any)	Other info	
2	1)Policy makers (public body, local authorities)			▼			
3	2)Academia/Research Center			▼			
4	3)Private body			▼			
5	4)Civil Society (NGO, association)			▼			
6	5) Vulnerable group			▼			
7	6)Local representatives of vulnerable flora and fauna			▼			
8	7)Expert (from other Horizon projects or other european projects)			▼			
9	8)Media			▼			
10	9)			▼			
11	10)			▼			
12	11)			▼			

#### 4.4.2. Memorandum of Understanding

A formal agreement between two or more parties is called a **Memorandum of Understanding**. Although it is not legally binding, it is fundamental in an engagement process as it shows that the parties are willing to cooperate. It foresees the parties involved, describes the project to the stakeholders that agree to be involved, and defines the scope of their involvement.

The Memorandum of Understanding drafted for the NEVERMORE Local Councils includes:

- A **short presentation of the project** in simple terms to be accessible to stakeholders unfamiliar with European-funded projects research activities and environmental topics in general.
- A list of boxes to tick, presenting all the **benefits of becoming a Local Council member**, such as making a difference / having one's stakeholder voice heard among different interests.
- A list of tick boxes to mark the **activities in which the stakeholder is interested participating**. Each activity pertains to a different degree of participation; therefore, several commitment levels have been guaranteed to reflect the stakeholder's ambition and possibilities.
- A section to be filled with the **stakeholder's generalities** and email.
- A section on the **General Data Protection Regulation**.
- The section for the **signature of the Stakeholder** interested in becoming a member of the Local Council.

The Memorandum drafted by ALDA is in English, but the Local Case Study Leaders are free to translate it into their local language and share it in that format.

#### 4.4.3. Letter of invitation

ALDA drafted a template for a formal letter of invitation that could serve as a **tool to invite potential stakeholders** to be part of the NEVERMORE Councils. It consists of a summary of the NEVERMORE project objectives and an explanation of what a Memorandum of Understanding and being a Local Council entail. The style used is very simple and is part of a process of streamlining and simplifying the terminology of the NEVERMORE project. The purpose is intended to make the project become accessible to all levels of society in all the case studies, whether in the Boreal or Mediterranean zones.

The Invitation Letter is intended as an outline that can be used, modified, adapted and included in a PowerPoint presentation, or taken as a cue for a public event.

The Letter of Invitation is drafted by ALDA in English, but each local Case Study Leader is free to translate it into the local language.

## 5. HOW: THE LOCAL COUNCILS - INVOLVEMENT AND SYNERGIES

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The actions and tools defined in this section will serve as guidelines to support the Case Study Leaders in deciding which involvement procedures they want to use to meet the practical and strategic needs of the project and of the stakeholders involved. The strategy foresees **five different levels of engagement**, and the *rationale* behind this choice is that the stakeholders can choose how much they want to be engaged in the project.

The Local Councils engagement strategy will follow three key principles:

1. **Flexibility** - the five Local Councils will be structured and managed according to the Case Study characteristics following the high-level guidelines provided in the Engagement Strategy Plan. These specific characteristics include:
  - a. The Case Study managers (either a Public Body or another body).
  - b. The actual size of the Council.
  - c. The specific type of issues that the Case Study Leaders want to address with the Local Council.
2. **Incremental growth**: the Local Council will grow organically: it will start with a few members (4 signed MoU) and increase as the project progresses. During the first consultations (February 2023), the Council will address the main challenges of their sector/area concerning climate change. This activity might bring to the identification of further stakeholders to include (e.g., vulnerable groups).
3. **Different levels of engagement**: Consultations activities will start with Case Study Leaders (as will happen in WP5 T5.1). Consultations will differ based on the different levels of engagement proposed.

The foreseen composition of the Local Council is of **17 members** engaged at the highest level. Considering the long duration of the project and the fact that the risk of members losing interest in the council is intrinsic to the process, it is highly advised to continue the process of mapping and engaging stakeholders for the whole duration of the project.

### 5.1. Engagement of the stakeholders - five different levels

Five different levels of engagement are foreseen and can be divided into two main categories: **low-level involvement (Be informed and CollaborateCollaborate)**, that regards mainly communication and dissemination activities, and **high-level involvement (Be Consulted, Be Involved, Empower)**, which foresees the active participation of Stakeholders.

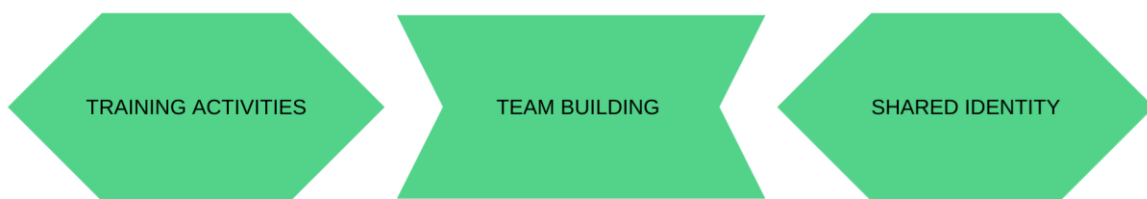
Low-level involvements (e.g., Be informed and Collaborate) can be perceived as lacking a dimension of real involvement since that is interactive, but often they are the first step for a potentially more structured relationship between stakeholders and Council and can lead to higher levels of involvement. While engaging stakeholders at a higher level allows for a more in-depth knowledge exchange and effective co-creation process, offering them information and keeping them updated are necessary first steps to make the stakeholders familiar with the project objectives and topics. Effective engagement, in fact, usually consists of a combination of different-level approaches, and informing is an essential part of higher-level engagement such as "Be involved" or "Empower."

It is also important to note that the five levels of engagement are not inclusive of one another (e.g., the “Empower level” does not automatically include the activities foreseen in the “Collaborate level”), and the *ratio* behind this choice can be found in the principle of flexibility. In this way, stakeholders can accurately choose the activities they want to be included in.

Considering the non-binding nature of the Memorandum of Understanding, the stakeholders can modify their engagement level over time. For this reason, Local Case Study Leaders are strongly invited to involve all the stakeholders from the first few meetings.

Regardless of the chosen level of engagement, some activities need to be implemented at the beginning of the process to **give a purpose to the group and create a cohesive team**.

Figure 6. Suggested activities.



These three types of activities work synergically. **Training activities** are fundamental to let everyone in the council have a similar level of knowledge of the project and of the topics at hand. By doing so, stakeholders will be able to discuss, form an opinion, and give relevant recommendations and inputs to the project partners.

To tackle the risk of stakeholders leaving the project or, in general, low engagement, it is important that the councils can have the possibility to work together and also work on their own. It is always important to give some space, especially at the beginning, to the stakeholders to get to know each other and form a team rather than simply a group of people.

**Team building** can be carried out through activities reflection and collaboration on a **shared identity**. It is advisable to involve the stakeholders in creating mission and vision statements for each local council, which must always start from and be coherent with the NevermoreNEVERMORE project. It could be beneficial to think of a council’s logo (in line with D8.1 NEVERMORE C&D Plan, materials and activities v1) and name it collaboratively by sharing ideas and images.

Different levels of engagement have been designed. It is always relevant to keep in mind that any type of engagement must always be at the same time **purposeful** for the technical partners (i.e., instrumental to the collection of useful insights) and the Case Study Leaders and **valuable** for the stakeholders.

The actions foreseen by the various levels of engagement in the MoU are:

Low-level engagement
<p>→ “BE INFORMED”</p> <ul style="list-style-type: none"> <li>● Subscribe to the project <b>newsletter</b>.</li> <li>● Subscribe to the project’s social media channels and contribute to disseminating news about it.</li> </ul>

<p>→ “COLLABORATE”</p> <ul style="list-style-type: none"> <li>● <b>Disseminate and raise the visibility of the project</b> activities and results whenever relevant to the territory/organisation.</li> <li>● <b>Promote events</b> not only to disseminate the project results but also to become the first testimonials and promoters of NEVERMORE and, as such, support and build confidence in the project's approach and tools.</li> </ul>
<p>High-level engagement</p>
<p>→ “BE CONSULTED”</p> <ul style="list-style-type: none"> <li>● Participate in <b>regular meetings</b> (members will agree on the frequency and methodology of collaboration) and report the Council's activities to the NEVERMORE partners.</li> </ul> <p>→ “BE INVOLVED”</p> <ul style="list-style-type: none"> <li>● Participate in local peer exchange events organised in your case study on the needs and demands of local stakeholders to deepen your knowledge of the other stakeholders and make your concerns and recommendations heard.</li> <li>● Attend, if possible, the <b>final NEVERMORE event</b> in Brussels.</li> </ul> <p>→ “EMPOWER”</p> <ul style="list-style-type: none"> <li>● Participate in <b>the co-creation activities</b> organised by the project partners in collaboration with the case study leaders, e.g., to provide insights/needs/expectations concerning main investigation sectors of the case study and evaluate the technological tools developed by the NEVERMORE project.</li> <li>● Participate in <b>training</b> events aimed to empower local citizens and stakeholders and improve their knowledge of climate change impacts and adaptation and mitigation policies.</li> <li>● Participate in <b>3 EU-focused webinars</b> in the context of the Covenant of Mayors network focusing on the benefits of the NEVERMORE assessment framework, showcasing the project outcomes and solutions, and guiding new stakeholders to join the process.</li> <li>● Participate in ALDA-proposed training sessions on European project planning.</li> <li>● Become a member of the NEVERMORE <b>Transnational Council of stakeholders</b> (two members from each local council will be able to join) - Knowledge of the English language is required.</li> </ul>

Consultation and co-creation activities are the most relevant actions of the 'Empower' and 'Be consulted' levels of engagement, depending on the relevance of the activity. They can be organised face-to-face or online, depending on the goal of the meeting and the availability of participants. Consultations can have different structures and goals according to the project needs (technical side) and the Local Councils' needs (e.g., team building, awareness about project progress).

The consultation frequency suggested is about 3/4 meetings each year, depending on the project needs and stakeholders' availability.

### SOME KEY RULES FOR A SUCCESSFUL CONSULTATION

#### A. Elaboration of a clear and precise message:

- Define precisely the consultation goal.
- Focus on the key relevant aspects you are opening a consultation on.

#### **B. The format**

- The venue of the in-person meetings must be open and accessible to all.
- The meeting format can be different (online, in presence, hybrid) but should never be excessively formal.
- The meeting agenda shall allow an exchange with the public and not only -a long presentation of the subject.
- It would be useful to have a facilitator, which can stimulate the debate, coordinate the dialogue, and manage potential conflicts.

#### **C. Follow-up**

The consultation must ensure feedback about the so-called process of decision-making to avoid frustration and loss of trust from the citizens.

## **5.2. Roles and responsibilities**

**Case Study Leaders** (Autonomous Province of Trento - Italy, Sitia Municipality - Greece, Institute of Development of the Region of Murcia - Spain, ENERGIKONTOR NORR - Sweden, Tulcea Prefecture - Romania) are NEVERMORE partners and collaborate directly with technical teams.

Based on the Stakeholder Engagement Strategy, each case study leader sets-up and manages the Local Council, organises the Council meetings, works as the mediator between the members of the Council, and coordinates the short and long-term activities.

In their role as “managers” of the Local Councils, each Case Study Leader will:

- Identify relevant stakeholders for the territory, reach out to them and negotiate their participation level, define the initiative's mission and boundaries, etc.
- Share the templates provided and translate them when necessary.
- Organise and manage the Council meetings, co-creation activities, and, generally, the stakeholders’ participation in the activities foreseen by the MoU and the project.
- Choose the most suitable tools to communicate and update the Local Council members on the ongoing activities, next steps, and outcomes of their work.
- Choose the most suitable tools to organise the activities.
- Develop a specific identity for the Local Council following a participatory approach. This activity will require choosing:
  - A name (e.g., XXX4CLIMATE, XXXHUB, FUTUREXXX, ...);
  - A simple logo (in line with the NEVERMORE brand identity and using the template, materials and graphic elements provided by ALDA within D8.1 NEVERMORE C&D Plan, materials, and activities v1);
  - The most suitable communication tools to disseminate information about their initiatives

The **Case Study Supporters** (FBK, CARTIF, DEMOKRITOS, IVL, SIMAVI) will support the case study leaders in all the activities of the Local Council from a technical point of view and also through training

on project topics in line with their expertise (e.g., the IAM model), if necessary.

In their role as “supporters” of the local councils, each Case Study Supporter will:

- Support the local case study leaders in choosing the most suitable communication and engagement tools to meet NEVERMORE goals.
- Provide support during collaborative activities (e.g., actively participate in events, present the technical part of the activities, etc.)
- Collaborate with the Case Study Leader to make the results of the consultations and co-creation activities useful for the technical partners (e.g., translate qualitative information, write reports, etc.)

Within the Engagement Strategy Working group, it has been decided that preliminary consultations with Case Study Supporters and Leaders will occur before those with Local Councils. These consultations will happen in the context of the Case Study meetings or through dedicated workshops (e.g., the workshops foreseen by Task 5.1, Task 5.2, and Task 6.1 in November). In this way, Case Study Leaders can gain further knowledge on the technical topics at the centre of the planned co-creation and consultation activities and can successfully manage the meetings with their Local Councils afterwards.

### 5.3. Tools

This section provides some suggestions for communication tools to be used in consultation/meeting activities to achieve a real and effective engagement of Local Councils.

#### 5.3.1. Suggested tools for communication

To ensure efficient and effective communication between the Local Councils and the case study leaders and supporters, some well-known communication tools are suggested.

##### MAILING LIST

It is always preferable to have a mailing list with selected contacts rather than having to enter them manually. The local council mailing list can be useful for setting-up both online and in-person meetings, asking for opinions and feedback, and clustering all local council-themed mails into a single conversation while anticipating the high influx of mail traffic that each member understandably has to handle daily. As an example, the Google Groups service of Google can be efficient for creating a mailing list.

##### FACEBOOK GROUP

Depending on the target group, Facebook can provide a platform to create a closed group where dialogue and exchanges can be supported more informally, overcoming the slowness that can result from email replies. Facebook groups, if moderated correctly, can be a practical tool to build an online community as they serve as a virtual place where stakeholders sharing the same interests and the same geographic area can discuss at their own pace

##### WHATSAPP GROUP

Creating a local council WhatsApp group can have positive effects first for the immediacy of the response and smoother and clearer conversations. On the other hand, all members must agree and



have WhatsApp (not to be taken for granted). It is advisable to be mindful of everyone's preference and ask for consent.

#### GOOGLE DRIVE FOLDER

Google Drive (GDrive) is a cloud-based storage solution that allows saving files online and access them from any device with an internet connection. GDrive also allows everyone to edit and collaborate on files easily. This tool is already widely used within the NEVERMORE project. It is advisable to create a GDrive folder to collect the signed Memoranda of Understanding and everything else produced during Council meetings.

#### 5.3.2. Suggested tools for consultations

The methodological tools provided by this document are characterised by:

- **Simplicity** - the structure of the proposed methodologies is simple, easy to manage, and supports the facilitation of conversations with a less specialised audience.
- **Strategy** - the proposed methods allow setting up strategic conversations to reach the foreseen objectives.
- **Community Building** - the proposed tools aim to establish a dialogue among the stakeholders and facilitate peer learning.

#### FOCUS GROUP

**Purpose:** Focus groups are a qualitative methodology for gathering data and generating in-depth discussions on a specific topic. It is not advisable for the preliminary stages of a decision-making process, such as prioritisation (best implemented with world café methodology), but it could be very useful for reviewing policy drafting or working on policy fine-tuning.

**Method:** focus groups work very well for groups of up to 10-15 participants (as the minimum number of Council members) to allow for an in-depth analysis of the topic at hand. Participants are experts in the topic discussed, and it is advisable that the facilitator also possess some degree of expertise. Unlike in a world café, during a focus group, stakeholders act according to their role and actual knowledge, as the information they share needs to be checked against actual and feasible resources.

**Modalities and duration:** Actors involved in the method application process are a moderator and the group, while the time for method application is 20/30 minutes minimum.

#### OPEN SPACE TECHNOLOGY

**Purpose:** Open Space Technology (OST) is a participant-driven methodology that relies strongly on the self-organisation of the group of participants. It presents a purpose-driven approach that revolves around a specific and important purpose or task but does not have a formal agenda beyond the overall purpose or theme.

This method best works when the following conditions are met:

- A real and serious issue is at stake (not too broad or undefined topic).
- A high level of complexity.
- Multiple points of view are expressed.
- A solution needs to be found quickly.

**Method:** This methodology is based on total trust in the group’s capacities: which topic to discuss, and in which room to meet is decided by the people attending. The facilitator presents the topics in the agenda one by one and invites people who have ideas or specific concerns about them to come into the circle, write the issue on a post-it, and announce it to the group. These people become “session hosts” or “conveners” and the process continues until there are no more agenda items. The participant’s group and rank the agenda items on the wall. The agenda items are then divided into several sessions and participants take note of the room (online or in-person) of the sessions they want to attend. During the sessions, the presenter takes notes and captures the important points. At the end of each session, the notes are posted on a shared notice board (Google Drive in the case of the Local Councils).

**Modalities and duration:**

The application time of the OPT session method can vary between 30 min, 45 min or 60 min (or the whole day), and all participants sit in a circle. Post-its, cards and pencils are arranged in the centre.

Key principles of the OST: 4 rules
01. Whoever comes to the OST is the right person
02. Whatever happens, it is the only thing that could happen
03. When it starts, it is the right time
04. When it’s over, it is over

**WORLD CAFÈ**

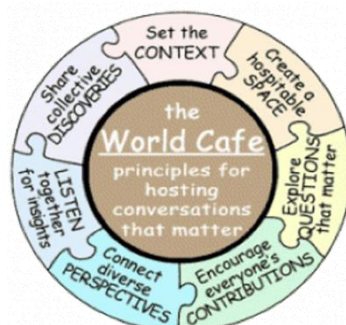
**Purpose:** Goals are dialogue, raising awareness regarding one’s territorial challenges and engaging the parties. The core design philosophy of a World Café session is that people possess an intrinsic ability and insights to address issues of decision-making or planning effectively and that natural conversation is one of the best options for eliciting such dialogue, especially in topics related to each own territory.

**Methodology:** As participants rotate between tables over a session, individual conversations build off one another, and ideas and issues “cross-pollinate”. In doing so, the collective intelligence, focus, and experiences of the group are brought to bear on a particular issue with a collective sense of purpose and direction.

**Modalities and duration:** Generally, one expert speaker is needed, but there are also models with multiple experts. A key ingredient is the presence of a moderator who should also train the experts to ensure that discussions are lively and useful (in this case, the active involvement of the case study supporter is fundamental). Previous training is therefore necessary.

The session should last 1 hour (maximum), including speakers' presentations. These could be about 5 minutes, although some facilitators prefer presentations without slides to encourage more informal interaction.

Figure 7. The World Café principles.



## 6. HOW: The Transnational Council - involvement and synergies

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The Transnational Council will act as the **Advisory Board** of the NEVERMORE project and will include stakeholders from the Local Councils and experts invited to advise on project activities and results. The NEVERMORE Advisory Board will be established to support the project. It will function as a consultative body which will help to ensure and strengthen the standards of the project and enhance the legitimacy and robustness of *the integrated assessment framework*. Thanks to the high-level experts involved, it will contribute to keeping the scientific discussions at a high level and watch over the scientific and technical quality of project results.

Its role will consist of:

1. **Monitoring** the results of the case study activities.
2. **Testing and evaluating the ICT Toolkit** - The Transnational Council will test the toolkit, and its feedback will guide the improvements to be integrated into the second and final releases.
3. **Providing a quality assessment** of the project deliverables and overall results.
4. **Supporting the dissemination** of the project.

The engagement strategy for the Transnational Council will follow three key principles:

1. **Flexibility** - a flexible approach will be used to manage the international council, considering the specificity of each stakeholder, their role in the project, and the specific goal and duration of each meeting.
2. **Balance** - a balanced approach will be used to determine the level of engagement of stakeholder groups based on their interest in participating and their willingness to contribute to the core objectives of the project.
3. **Recognition** – being done voluntarily and without compensation, the work for the advisory board needs to be recognised. For this reason, when possible, the members of the Transnational Council will be involved in the Consortium Meetings. Furthermore, they will constantly be updated on the progress of the outputs about which they gave input.

### 6.1. Engagement strategy for the Advisory Board (Transnational Council)

The Advisory Board will consist of stakeholder representatives from the case studies (2 from each Local Council) and high-level experts from different fields and organisations, who will meet regularly to synthesise results and lessons learned in local processes, carry out an analysis and comparison of the case studies' results to develop strategies for correction and advancement throughout the project.

Coherently with the Local Councils, the Advisory Board needs a sense of purpose and knowledge of the project. For this reason, the first meeting will be dedicated to explaining to them the project and the issues tackled and to foresee together, under the guidance of ALDA, the future timeline and tasks that must be doable for the board. On the other hand, considering the peculiarities of the Transnational Council, the methodology for its engagement will be tailored to its specificity.

To keep these kinds of stakeholders engaged, it is fundamental to establish and maintain a **structure that works for everyone**. This is particularly relevant considering that most of the Board Members will be actively involved also in the Local Councils, and the experts will have a limited amount of time to dedicate to the project.

The structure that will be proposed to the Board consists of **meeting twice per year** and electing a co-chair of the Council.

The two foreseen meetings will consist of:

- **CONSORTIUM MEETINGS (HYBRID FORMULA):** the Advisory Board will be invited to take part in the annual consortium meetings organised by the project. They will not be involved in the whole meeting but just for one dedicated session and, in that context, they will be able to meet each other and the NEVERMORE partners in person. Nevertheless, they will be offered the possibility to attend also online thanks to a hybrid formula. This type of meeting will focus more on bilateral exchanges with the NEVERMORE consortium and providing feedback and input on the project outputs.
- **ADVISORY BOARD ONLINE:** an advisory board meeting will be held online during the second semester of each year, to check the progress of the project and evaluate the results. This type of meeting will focus on the progress of the project and on the inputs previously given and it will often include moments of training and peer learning among experts and members of the Advisory Board.

As mentioned before, it is necessary to efficiently **prepare members for their roles and the work they will be expected to carry out**. The first meeting will be devoted to getting acquainted with both the project and the other members of the board. It is necessary to stress that, to tailor the board to the project, moments of training, knowledge exchange, and peer learning are foreseen for the whole duration of the project.

Once members know the project and the topic at hand, they will be involved in establishing and, if necessary, reviewing the **Advisory Board's mission and objectives**, which must be in line with the NEVERMORE project and this document. This will make them feel more involved and give them the chance to reflect on why they are part of the board. This will also help clarify the extent and limits of their actions.

The Advisory Board will also be a catalyst for brainstorming the long-term view of the project. Considering the diversity - both geographical and organisational - of the members, the presence of experts, and their active involvement in the project outputs, the Transnational Council can be the starting point for building other future projects that can carry on some of the NEVERMORE outputs.

## 6.2. Roles and responsibilities

**ALDA**, as responsible for the development of the strategy (D2.3) and is the leader of WP8, will coordinate the Transnational Council, by:

- Overseeing the identification of stakeholders and providing guidelines.
- Managing and animating the bi-annual meetings.
- Choosing the most suitable tools to communicate with and update the Advisory Board on the ongoing activities, next steps, and the outcomes of their work.

ALDA will work in synergy with the consortium partners, specifically with:

- **The Case Study Leaders** - for the active involvement of some of the Local Councils members and the participation of the stakeholders in the transnational meetings, if possible.
- **The Case Study Supporters** - for providing the correct information and support when technical project outcomes or subjects are presented and not easily explainable for ALDA itself.
- **The WP leaders** - to connect with the Advisory Board when the latter is required to review relevant project deliverables or materials, such as the ICT Toolkit.

**FBK** – as project coordinator and WP2 leader.

### 6.3. Tools

Considering the different purposes of the two types of councils (i.e., local and transnational), the planned engagement method foreseen does not necessarily coincide, especially in relation to consultation tools. This paragraph will focus on tools that can be efficient for the engagement of the Transnational Council.

#### 6.3.1. Suggested tools for communication

The tools suggested to communicate within the Transnational Council need to consider that there are two types of members in the Advisory Board: ten members already engaged in the Local Councils and six experts fields in related and interrelated to climate science. The two suggested tools, already mentioned in chapter 4.3.1 are:

##### MAILING LIST

It is always preferable to have a mailing list with selected contacts rather than having to enter them manually. The local council mailing list can be useful for setting up both online and in-person meetings, asking for opinions and feedback, and clustering all local council-themed emails into a single conversation while anticipating the high influx of mail traffic that each member understandably has to handle daily. As an example, the Google Groups service of Google can be efficient for creating a mailing list.

##### GOOGLE DRIVE FOLDER

The Google Drive service is already well known and used among the project partners of the consortium and is proposed for the settlement and functioning of the Local Councils. Thus, it could be advisable to create a Google Drive folder to collect the also Transnational Council, where to store all relevant signed Memoranda of Understanding and for all the documents any other documents produced or consulted during Transnational Council plenaries. Google Drive (GDrive) is a cloud-based storage solution that allows saving files online and access them from any device with an internet connection. GDrive also allows everyone to easily edit and collaborate on the dedicated meetings through files that could be drafted and used during the Transnational Council lifecycle.

#### 6.3.2. Suggested tools for consultations

The suggested methodologies proposed for the active involvement of the Transnational Council consist of two facilitation methods for dialogue and discussion on research and scientific topics that can lead

to more complex joint decisions and elaborations. As foreseen in the NEVERMORE Grant Agreement, “different stakeholders in terms of sectoral interests and expertise will be engaged in the Councils and thus in the process of co-designing models, tools and definitions of A&M policies and measures at different scales. Iterative knowledge integration methods such as iteration (iterative refinement of shared language and linkages, iterative cycles of collection, refinement and evaluation of stakeholder inputs and needs) will allow benefiting from mutual knowledge”. To achieve these objectives, the following methods of engagement are presented:

## PARTICIPATORY WORKSHOP

**Purpose:** Participatory workshops are meetings that allow people to analyse, share and improve their knowledge to plan, manage and evaluate development projects and programs. The goals of applying this well-known method certainly include empowerment, exploitation of project results, and research (analytics).

**Method:** The tools used in these activities to engage participants in exchanging knowledge usually are visual, such as maps, videos, illustrations, timelines, sorting and classifying maps, Venn diagrams, and seasonal calendar diagrams.

**Modalities and duration:** Organizing each session according to the participants' needs and responsiveness is recommended. The sessions take place in a non-formal and relaxed atmosphere. The discussion should be balanced, so everyone should be given a chance to speak and silent participants should be encouraged to express their opinions. This ensures that no one dominates the discussion. The group is asked to reflect on and discuss the theme of each session.

## FISHBOWL

**Purpose:** This type of facilitation, the fishbowl, is uncommon but proves to be a simple and effective alternative to the plenary discussion as they occur, for instance, in the NEVERMORE Transnational Council.

**Method:** It combines large group facilitation with small group discussions and creates a spontaneous and interactive discussion format. It also reduces distinctions between facilitators and council members. The fish bowl simultaneously enables active dialogue, exploitation of results and consultation between the parties.

**Modality and duration:** In the ‘fishbowl’ this facilitation chairs are arranged in at least two circles: the inner circle (“fishbowl”) and one or more outer circles. A small group (usually 5-7 people) sits in the inner circle and discusses the topic(s), while all the other participants sit in the outer circles and listen and observe the discussion.

A method application time of 20-30 minutes is suggested:

1. Each participant can sit in the empty chair until he/she finishes his/her contribution or until another outside member wants to join.
2. Inner circle members can leave whenever they want.

## 7. WHEN: ENGAGEMENT TIMELINE AND ACTION PLAN

Always keeping in mind the principle of flexibility and that engagement is an ongoing process, the suggested timeline for the action is presented below:

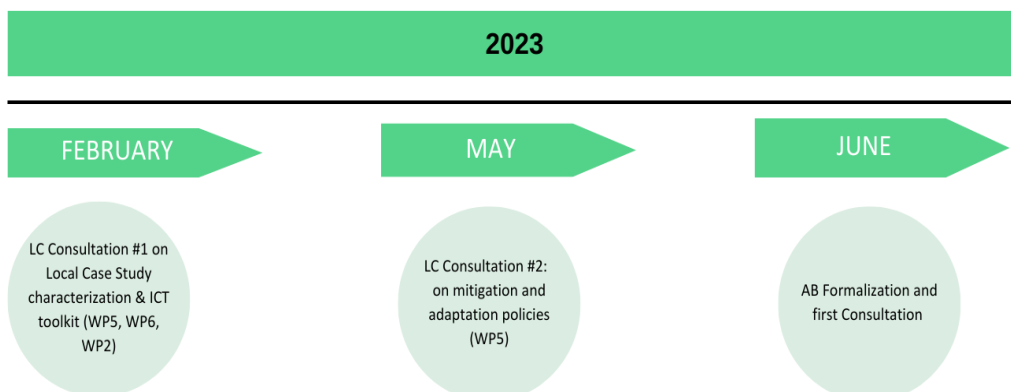
Table 2. NEVERMORE engagement action plan proposal.

	ACTIVITY	TOOLS	DEGREE OF PARTICIPATION	SUGGESTED TIMELINE	SUGGESTION	Local Council (LC) / Advisory Board (AB)
IDENTIFICATION Phase 1	Identification of Stakeholders Mapping of potential dissemination events	Stakeholder map, Dissemination log WP8	-	07/2022 - 12/2022  Ongoing		LC AB • Both
	Presentation and explanation of the project to: i) the stakeholder identified. ii) multiple potential stakeholders in the context of an event.	Letter of invitation Leaflet/Brochure Website	-	09/2022 -11/2022  Ongoing	Use of difficult/technical language to be avoided	LC AB • Both
	Signature of the Memorandum of Understanding	Memorandum of Understanding	-	11/2022 - 01/2023 -Ongoing	Present the various levels of engagement	LC AB • Both
ENGAGEMENT Phase 2	Engage with Information and Dissemination (e.g., Subscription to the project's newsletter and social media channels)	Newsletter Social Media Other Media	Be Informed Be Involved	Ongoing		LC AB • Both
	Organise activities of training and learning.	Training Workshop Webinar	Be consulted Be involved Empower	02/2023-06/2023  Ongoing	For all: it is necessary to organise a first training on the topics that will be discussed	LC AB • Both
	Consultations, working groups -	(Case Studies)	Empower	06/2023 - 05/2026		LC AB

	participation to co-creation activities (Reference to Task 2.4)			Ongoing		• Both
	Production and Implementation - support project partners in the production of a document on the possible future scenarios of the territory - this will go in the Handbook (D8.6) and a policy proposal/territory action plan			03/2025 - 03/2026		• LC AB Both
	Dissemination and Exploitation of the Results		Collaborate	Ongoing		LC AB • Both
LONG TERM VISION Phase 3	Dissemination and Exploitation of the Results		Be informed Be involved	-		LC AB • Both
	Potential participation of the TC and consortium in other EU Projects		Empower	-		LC • AB Both

The prospect for the consultation activities for the short period (next seven months) can be seen in the image below.

Figure 8. Short period consultation activities prospect.





## 8. Monitoring and reporting

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The NEVERMORE Engagement Strategy aims at providing guidelines for the Stakeholder Engagement Plan implementation. These guidelines are addressed to all NEVERMORE project partners in general, and to Local Case Study Leaders and Supporters in particular, and they intend to provide guidance, tools, recommendations, and document templates for quality results regarding the management of the engagement process.

To monitor the quality and levels of the stakeholders' engagement, this document foresees some key actions and objectives that need to be understood, always considering the principle of flexibility.

**Table 3. Objective and Deadlines of the strategies**

Objective	Approximate deadline
15 members involved per the Local Council	January 2023
First meeting of the Local Councils	February 2023
Officialisation and first meeting of the Advisory Board	June 2023
A brief policy paper/action plan for each Local Council to be included in the Handbook	December 2025
Two consultations per year with the Advisory Board	End of the Project
At least two consultations per year with the Local Councils	End of the Project

ALDA will coordinate the Transnational Council and, as the WP8 Leader, will always be kept updated on the progress and activities of the Local Councils. To monitor the activities of the Local Councils, ALDA will ask for feedback from case study leaders and supporters regarding the progress of plenary work, participation, and synergy with the members themselves.

Moreover, in the context of Consortium Meetings, Update and follow-up sessions carried out by the Local Case Study Leaders and supporters are requested to monitor the progress and implementation of the strategy.

## Annexes

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Annex 1 - Stakeholder mapping template

Annex 2 - Letter of Invitation to the Local Council

Annex 3 - Memorandum of Understanding Local Council

Annex 4 - Memorandum of Understanding Transnational Council

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New Enabling Visions and Tools for End-useRs and stakeholders thanks to a common  
MOdeling appRoach towards a ClimatE neutral and resilient society

Thomas, Kimberley, R. Dean Hardy, Heather Lazrus, Michael Mendez, Ben Orlove, Isabel Rivera-Collazo, J. Timmons Roberts, Marcy Rockman, Benjamin P. Warner, and Robert Winthrop. (2019). 'Explaining Differential Vulnerability to Climate Change: A Social Science Review'. WIREs Climate Change 10 (2). <https://doi.org/10.1002/wcc.565>

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Type of Stakeholder	Legal Name	Contact Person	Proposed by (partner)	Relation with the partner (if any)	Other info
1)Policy makers (public body, local authorities)					
2) Academia/Research Center					
3)Private body					
4)Civil Society (NGO, association)					
5) Vulnerable group					
6)Local representatives of vulnerable flora and fauna					
7)Expert (from other Horizon projects or other european projects)					
8)Media					

9)					
10)					
11)					
12)					
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15)					
16)					
17)					
18)					
19)					
20)					





Brussels, \_\_\_\_\_

**Subject: Invitation to the \_\_\_\_\_ Local Council of the NEVERMORE**  
**Project**

On behalf of the NEVERMORE project's consortium, I am contacting you to kindly offer the \_\_\_\_\_ Local Council in order to have your say in your territory on themes like \_\_\_\_\_ with institutions, administrations, local research centres and civil society organisations.

 NEVERMORE (New Enabling Visions and tools for End-useRs and stakeholders thanks to a common MOdeling appRoach towards a climatE neutral and resilient society) is a 4-year project funded by the EU determined to **support excellence in research on climate science and climate policies**. The NEVERMORE project, funded by the European Union's Horizon Europe programme, aims to develop integrated models and tools for simulating and assessing the impacts and risks of climate change, as well as to realise new interactive digital tools useful for citizens and policy-makers to learn about future scenarios and to make mitigation and adaptation policies more effective. Within this scenario, Stakeholder Councils at the local and transnational levels are established in five case study areas to ensure the active involvement of public and private actors in the co-design, co-creation and co-assessment of activities based on social innovation.

 Being a member of a NEVERMORE Local Council means not only **making your voice heard** in front of institutions, administrations, local research centres, and civil society organisations but also trying to develop together, through joint work and cross-cutting contributions, **local policy recommendations** that you consider appropriate and necessary for your territory. You will also have the opportunity to gain **access to data and information about your region**, as well as national and international **networking** opportunities and **visibility** at the national and European levels.

 Participation in a Local Council is set off by signing a **Memorandum of Understanding**, a non-binding document listing the opportunities, benefits, and a series of commitments

entailed by being a member of the Local Council. Commitments are presented as a checklist so that each potential member can choose what to commit to by ticking the different options. By doing so, stakeholders are free to shape their level of commitment to the Local Council



The project is carried out by a consortium of **16 partners** from 8 different countries: Fondazione Bruno Kessler (Italy), Fundacion Cartif (Spain), National Centre for Scientific Research “Demokritos” (Greece), Rina Consulting Spa (Italy), Software Imagination & Vision SRL (Romania), Fondazione Centro Euro-Mediterraneo sui Cambiamenti Climatici (Italy), European Association for Local Democracy (France), Zentrum für Soziale Innovation (Austria), IVL Svenska MiljöInstitutet AB (Sweden), Universidad de Valladolid (Spain), Potsdam-Institut für Klimafolgenforschung EV (Germany), Instituto de Fomento de la Región de Murcia (Spain), Provincia Autonoma di Trento (Italy), Dimos Sitia (Greece), Instituția Prefectului Județul Tulcea (Romania), Energikontor NrrAB (Sweden).



Would you like to know more about the project? Here are the 5 actions of the NEVERMORE project in a nutshell:

1. **ADVANCING** on interdisciplinary co-production of knowledge with the participation of stakeholders in climate science and policy making.
2. **EVALUATING** climate change impacts, risks, and vulnerabilities from global to EU, national, and local scales, and adaptation and mitigation strategies.
3. **SUPPORTING** policy-makers in decision-making to tackle climate change and promote the necessary societal transformations by delivering user-friendly tools tailored to their needs.
4. **INFORMING** stakeholders and end-users (citizens, policy-makers, investors, consultancies, associations, NGOs, renewable energy companies, land-owners, farmers, etc.) on the societal transition by increasing their knowledge and attention on climate change and providing a better understanding of its effects and future scenarios.
5. **UPTAKING** the NEVERMORE research outputs to promote international cooperation (e.g. through the dissemination of the project to the Covenant of Mayors for Climate and Energy or The European Climate Adaptation Platform - Climate ADAPT), create partnerships with researchers, stakeholders and end-users, and build the capacity for coordinated global climate action in line with the Paris Agreement and the Sustainable Development Goals (SDGs).

For any further questions or concerns, please contact \_\_\_\_\_ for  
\_\_\_\_\_ (local leader) and/or \_\_\_\_\_ for

\_\_\_\_\_ (local supporter).

Cordially,

**The NEVERMORE Consortium**

Funded by the  
Horizon Europe  
programme of the  
European Union



FONDAZIONE  
BRUNO KESSLER



Swedish Environmental  
Research Institute



European Association  
for Local Democracy



## Subject: Memorandum of Understanding - NEVERMORE Project

The NEVERMORE project, funded by the European Union's Horizon Europe programme, aims to develop integrated models and tools for simulating and assessing the impacts and risks of climate change, as well as to realise new interactive digital tools for citizens and policy-makers to learn about future scenarios and make mitigation and adaptation policies more effective. Within this scenario, Local Stakeholder Councils are established to ensure the active involvement of public and private actors in the co-design, co-creation and co-assessment of activities based on social innovation. This document, named Memorandum of Understanding, serves as a shared agreement of the benefits and duties of participating in a Local Council of the NEVERMORE project.

By signing the document you will be able to access multiple benefits such as:

- **Make a difference /your stakeholder voice heard** among different interests;
- Have access, analyse and visualise data and information regarding your own territory;
- **National Networking;**
- **Networking** with other Horizon Projects. With as many as 16 partners from different nationalities, stakeholders will get to know and collaborate with foreign administrations, research institutes, NGOs and more;
- Providing policy recommendations to your local government;
- Participating in co-creation processes;
- **Gain Visibility** (on the NEVERMORE webpage, social media, during events, and conferences);
- **Exchange best practices** with the different Local Council of stakeholders and project partners
- Build international relations and comparison with the other case studies;
- Participate in online meetings and **workshops** regarding issues raised by stakeholder members and held by project partners as requested (at least 4, one per year);
- Attend a MOOC (**Massive Online Open Course**) with 10 online lessons addressed to different stakeholders.

*(please, tick the box for the activities you are interested in – You can tick as many boxes as you are interested)*

Different degrees of participation in the local council are envisaged and stakeholders can choose their level of engagement according to their ambitions and possibilities<sup>1</sup>.

*(Please, tick the box for the activities you are interested in – You can tick as many boxes as you are interested)*

#### BE INFORMED

- Subscribe to the project **newsletter** (we plan to send 8 newsletters over 4 years);
- Subscribe to the project social media channels and contribute to disseminate news about it

#### BE CONSULTED

- Participate in **regular meetings** (members will agree on the frequency and methodology of collaboration) and report the Council's activities to the NEVERMORE partners;

#### BE INVOLVED

- Participate in local peer exchange events organised in your case study, focusing on the needs and demands of local stakeholders, to deepen your knowledge of your area and make your concerns and recommendations heard.
- Attend, if possible, the **final NEVERMORE event** in Brussels;

#### COLLABORATE

- **Disseminate and raise visibility** to the project whenever it is relevant to your territory/organisation;
- **Promote events** not only to disseminate the results of the project but also to become the first testimonials and promoters of NEVERMORE and, thus, support and build confidence in the project's approach and tools;

#### EMPOWER

- Participate in **the co-creation activities** organised by the project partners in collaboration with the case study leaders, e.g., to provide insights/needs/expectations concerning the use case main investigation sectors) and evaluate of the technological tools developed by the NEVERMORE project;
- **Training** events on empowering local citizens and stakeholders and improving their knowledge of climate change impacts and adaptation and mitigation policies;
- Participating to 3 EU-focused webinars in the context of the Covenant of Mayors<sup>2</sup> network about the benefits of NEVERMORE assessment framework, showcasing the project outcomes and solutions, and guiding new stakeholders on how to join the process;
- Training on Europlanning.
- Become a member of the NEVERMORE **Transnational** Council of stakeholders (two members from each local council will be able to join) - Knowledge of the English language is required.

<sup>1</sup> International association for public participation (IAP<sup>2</sup> - <https://iap2.org.au/resources/iap2-published-resources/>)

<sup>2</sup> <https://www.covenantofmayors.eu/>

Considering all the information above, I \_\_\_\_\_ (name and surname) confirm on behalf of my organisation/municipality

\_\_\_\_\_ (please insert the name of your organisation/municipality) our interest in the above-mentioned project and in taking part in the Local Council created by the NEVERMORE project. All the communication with our organisation can be made at the following email address:

\_\_\_\_\_

By signing this document, I also accept that:

- My contact will be shared within the consortium of the NEVERMORE Project

YES / NO, THANKS

- Any member of the NEVERMORE's Consortium will have the possibility to contact me directly

YES / NO, THANKS

If accepted above, \_\_\_\_\_ (partner) and the NEVERMORE's Consortium will treat your data in compliance with the \_\_\_\_\_ General Data Protection Regulation (GDPR) which came into effect on \_\_\_\_\_ (date). Collected personal data collected will be treated with confidentiality and will not be transferred to any third party.

Date

Signature

\_\_\_\_\_

\_\_\_\_\_

The document is non-binding, you may unsubscribe and change your communication permission at any time by getting in touch with \_\_\_\_\_ - \_\_\_\_\_ (name surname-mail) or \_\_\_\_\_ - \_\_\_\_\_ (name surname -mail)

Funded by the Horizon Europe programme of the European Union



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Project duration: June 2022-May 2026

By signing the document you declare your willingness to become a Member of the NEVERMORE Advisory Board.

The Advisory Board, that will meet twice per year, will:

- **Monitor** the results of the case study activities;
- **Test the ICT Toolkit** - The Council will test the toolkit and improvements based on the Transnational Council feedback will be integrated in the second and final releases;
- **Provide a quality assessment** of the project deliverables and overall results;
- **Support the dissemination** of the project.
- Furthermore by signing the document you will be able to access multiple benefits such as:
  - o **International Networking;**
  - o **Networking** with other Horizon Projects. With as many as 16 partners from different nationalities, stakeholders will get to know and collaborate with foreign administrations, research institutes, NGOs and more;
  - o Providing policy recommendations at the european level;
  - o Participating in co-creation processes;
  - o **Gain Visibility** (on the NEVERMORE webpage, social media, during events, and conferences);
  - o **Exchange best practices** within the Advisory Board and with the 5 Local Councils of stakeholders and the NEVERMORE consortium;
  - o Have access to MOOC (**Massive Online Open Course**) with 10 online lessons addressed to different stakeholders.



Considering all the information above, I \_\_\_\_\_ (*name and surname*) confirm my interest in the NEVERMORE project and in taking part in its Advisory Board. All the communication with our organisation can be made at the following email address:

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- My contact will be shared within the consortium of the NEVERMORE Project

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Signature

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