EC Contract Ref: FP7-ENV-2010-265104

Deliverable No: 10.1

STAKEHOLDER ANALYSIS AND INVOLVEMENT PLAN

Due date of deliverable: 31 Aug 2011
Actual submission date: 31 Aug 2011
Version: 1
Main authors: Tommaso Chiamparino, Marc Gramberger
With contributions from: Marc Metzger, Mark Rounsevell, Marta Perez-Soba, Joske Houtkamp, Martin Watson
Dissemination: Project internal – European Commission – Website
Keywords: Stakeholder involvement – Participatory processes – Scenarios – Visions – Trade-offs – Pathways – Roadmap
Table of Contents

1. VOLANTE and stakeholder involvement: an introduction 3
2. Overview of workshops 5
   2.1 Scenario workshop 6
   2.2 Visions workshops 8
   2.3 Trade-offs and pathways workshops 10
   2.4 Paving the way to the roadmap 11
3. Stakeholder identification and selection 11
   3.1 Stakeholder identification criteria 12
   3.2 The VOLANTE stakeholder database 15
   3.3 Enabling a balanced selection: minimum quotas 15
Bibliography 17
Annex 1 18
1. VOLANTE and stakeholder involvement: an introduction

The FP7 funded VOLANTE (Visions on Land Use Transitions in Europe) project aims to develop a new European land management paradigm.

In view of this overall objective, the mission of VOLANTE is to elaborate a roadmap for future land resources management in Europe. The roadmap will identify a range of alternative pathways to reach sustainable land use futures for Europe.

In order to achieve the final roadmap, the project is structured along three modules: Processes, Assessment and Visions. The Module Processes is aimed at contributing to the understanding of processes underpinning land use transitions. The Module Assessment includes the tools applied to evaluate pathways in a variety of environmental and management regimes. And, finally, the Module Visions' purpose is to collect insights on future land management decisions, by intensively involving stakeholders in consultative and participatory processes.

Module Visions therefore is expected to help answering one of the cornerstone research question for the VOLANTE project, i.e. which innovative visions can be formulated for future sustainable resource management and land use policy development if a range of environmental and management conditions across Europe are fulfilled?

This research question urges to establish a channel of communication between science and society, between scientific quantifications and value-based evaluations, between models and both desires and perceptions. Thus, the fruitful combination among these elements is one of the crucial challenges undertaken within the Module Visions in the VOLANTE project. How to attain such a challenging goal and how to design a process that ultimately leads to it?

This document (D10.1) describes the methodological setting of stakeholder involvement as key activity of the Module Visions and its relevant work packages. Eliciting and consolidating stakeholder visions, as well as their tacit knowledge and subjective choices, represents a unique source of insights. Stakeholders bring in expertise, experience, opinions, ideas and values. The scientific community is therefore increasingly asked to be open, collect these stakeholders insights, and virtuously combine them with scientific tools and models.

In Module Visions, systematic and structured stakeholder participation processes are set up in order to jointly draw a Roadmap which: a) explicitly incorporates the uncertainties associated with long term projections (scenarios); b) identifies sustainable pathways to reach desired visions of the future of land use in Europe. The Module Visions aims thus at establishing a constant and enriching exchange with stakeholders and decision-makers at regional and European level, thereby enhancing science-policy dialogue.

---

1 Module Visions is made up of five work packages. Work package (WP) 9 is devoted to the development and implementation of a scenario framework that links stakeholders visions to models. WP 10 is focused on stakeholder engagement and scenarios, visions and trade-offs analysis. This is the WP in which the current deliverable is included. WP 11 and WP 12 are centered on the identification of pathways to reach desired outcomes and on the analysis of trade-offs, respectively. Finally WP 13 relates to the definition of policy recommendations in a Roadmap for Future of Land Resource management in Europe.

2 A stakeholder can be defined as anyone who can find reason to have an interest, however direct or indirect on an issue, policy, process or phenomenon because directly or indirectly affected by them.
The effective integration of stakeholder input is ensured by the use of advanced and innovative techniques for stakeholder engagement. These are inspired by a wide array of participatory methodologies (Gramberger 2001) as well as by cognitive psychology and information visualisation (Tress & Tress, 2003), which will be creatively adapted to the specific purposes of the VOLANTE project, bringing out stakeholders’ perspectives, and enabling stakeholders’ take up of project results.

Moreover, methodological innovation is driven to increase saliency, credibility and legitimacy of VOLANTE’s final results. Stakeholder engagement processes are to be designed in order to finally attain outcomes that are (a) relevant for decision-makers needs and use (saliency); (b) credible as being the result of the application of adequate scientific methodological and empirical work; and, finally, (c) legitimate since they are incorporating divergent values in a non-biased context.

In order to fulfill all these objectives, the processes of stakeholder engagement have been conceived and designed as a combination of exploratory scenarios, visions, trade-offs and, finally, a roadmap of pathways for land use management in Europe.

Visions and scenarios are critically compared in order to elicit the trade-offs that may occur among various (and potentially conflicting) visions, as well as between visions and a set of future drivers and uncertainties. Furthermore, visions are compared with modelling results. The integration of these processes will lead to the identification of a final roadmap\(^3\) which aims to include the uncertainties associated with long-term projections, as well as the pathways to reach desired visions of future land use.

An approach that aims to combine scenario and foresight exercise with the expression of individual and collective visions on the future of land use in Europe represents a difficult yet innovative challenge, seldom undertaken in research projects.

The combination of exploratory methodologies and normative ones will be guided by the aim of leveraging the respective strengths while emphasizing and boosting the potentials of their integration. Normative scenarios are defined in VOLANTE as visions. The main critique when dealing with visions as a way to elicit desired futures concerns their credibility and representativeness. On the other hand, exploratory scenarios in the field of land use have been criticized by policy-makers for their lack of policy relevance (Rounsevell and Metzger 2010; Bryson, Piper and Rounsevell 2010). The distinction between economic growth and environmental sustainability as well as the interpretation of European political developments along the dichotomy globalisation-regionalisation in some exploratory scenario frameworks are highly disputed. The limited policy relevance has also been linked to the low attention of most scenario frameworks to land use policy issues, which hinders the emergence of key trade-offs between societal and policy goals (Da Costa et al. 2008).

Using explorative scenarios as policy strategies and normative scenarios as explorations means to get the worst of two worlds. Instead, VOLANTE aims to combine the strengths of both approaches. In order to reach this ambitious result, a stakeholder participatory process structured along several workshops is designed.

A first workshop is organised to introduce a scenario framework, collect inputs on it, enrich the storylines and adjust it by considering the implications for land use. Thus, finally, increasing its relevance and legitimacy. For these purposes, a panel of foresight experts is involved. The outcomes of the consultative process will be used to adapt the scenario framework to the area of land use.

\(^3\) Roadmaps have often been used in policy as a synonymous for “strategies.” A systematic use of roadmapping techniques has not been applied in integrated resources management for Europe; therefore, the aim to develop roadmaps is part of the innovative significance of VOLANTE.
Secondly, four sectoral workshops are planned in order to elicit individual, sectoral and integrated visions in four thematic areas of land use ((i) Nature conservation, recreation and leisure; (ii) Primary production: food, bio-energy and timber production; (iii) Settlements (housing and industry) and transport infrastructure; and (iv) Energy and water.

Thirdly, two subsequent workshops are foreseen. They will be devoted to the analysis of synergies and to the integration of potential tension points and trade-offs among visions themselves as well as between them and the explorative scenarios including model outcomes. The process will lead to the identification of possible pathways, by suggesting key decisions, alternative policy options and respective consequences for land use.

At the final Roadmap workshop, the results of the previous processes will be discussed by high-level public decision-makers as well as highly influential representatives of key sectors of society (business and civil society).

As preliminarily outlined in this introduction, stakeholders are key players in view of achieving the ambitious research outcomes of the VOLANTE project. Thus, a crucial challenge is to ensure an effective process of identification and selection of relevant stakeholders all along the activities of the project. Relevant stakeholders are identified according to a detailed set of criteria and mapped according to a range of categories including, but not limited to, various sectors of society, expertise, geographical origins, gender and age.

Criteria and method of stakeholder selection are aimed at establishing (within the limits of the possible) groups of participants which encompass a wide range of different viewpoints, sensitivities, interests and values. The identification and selection of stakeholders is pursued with the help and input of all VOLANTE partners who provide indications of personalities by means of a structured database. The contribution of each VOLANTE partner institution in indicating stakeholders is precious, though not being exclusive. Specific research will be conducted by Prospex in order to capture a wider circle of potential participants that goes beyond the parties project partners are currently in contact with.

The following sections will present and discuss the articulated framework of stakeholder involvement methodology adopted by VOLANTE. In section 2, a description of the workshops, their respective structure and underlying processes will be provided for. This description will be completed in D 10.2 and D 10.3, including developments posterior to the date of D 10.1. Section 3 will focus on a description of the process for stakeholder mapping and identification, as well as the general criteria for stakeholder selection.

2. Overview of workshops

In order to present the VOLANTE methodology for stakeholder involvement, a preliminary introduction to the workshops and their structure is essential. VOLANTE foresees a total number of eight stakeholder workshops along the whole duration of the project.

The first workshop (*Scenario workshop*) will be dedicated to the development of the exploratory scenario framework for VOLANTE. The subsequent round of four *Visions* workshops will be aimed at extracting visions over desired futures for European land use in four different areas of land use. The two *Trade-offs/Pathways* workshops will contrast the visions outputs and confront them with the bandwidths set by the scenario framework as well as with the input from models of land use. This will lead to the elaboration of policy pathways in light of the expressed visions and identified trade-offs. The final step, the *Roadmap*, will aim at eliciting key policy
options at the European level in light of the consolidated visions on future land use, the identified uncertainties and the main trade-offs. The roadmap will integrate the whole set of pathways in a unified body of policy options and their consequences aimed at European policy-makers and key stakeholders. Figure 1 shows the links between the four types of stakeholder workshops.

Figure 1 Workshops structure

2.1 Scenario workshop

The purpose of the Scenario workshop is to provide input to the development of the VOLANTE scenario framework and to achieve acceptance in the expert community involved. It is designed as a consultative exercise whose aim is to provide for feedback on the scenario framework, on its drivers, trends and uncertainties, as well as to enrich its story-lines. In the overall picture of stakeholder engagement and VOLANTE activities, the Scenario workshop aims at setting the bandwidth of uncertainty to the parallel identification of visions.

Scenarios as foresight exercises are designed to identify futures and uncertainties through a structured and imaginative thinking. Scenarios have been defined as “imaginative leaps into the future” (Schwartz 1991). Scenario building and foresight techniques have been applied to environmental issues and sciences (IPPC Special Report on Emissions Scenarios - SRES being the major example) as well as in many European studies (EURURALIS, SCENES, among others). They describe plausible, yet alternative, socio-economic pathways that allow to compare and adapt strategies according to different situations in future time-frames.

The consultative VOLANTE Scenario workshop will be an occasion to share different experiences on scenario building and stimulate input and discussion on the set of story-lines developed within an initial VOLANTE scenario framework. As a starting point of the discussion, VOLANTE uses the IPCC SRES framework.

---

4 For an exhaustive review on the historical evolution of qualitative scenario storylines and the various techniques and methods used (with particular focus on environmental change assessment) see Rounsevell M.D.A. and M.J. Metzger (2010). Developing Qualitative Scenario Storylines for Environmental Change Assessment. WIREs Climate Change, Vol. 1, pp. 606-617.
The IPCC SRES (IPCC - Nakicenovic and Swart 2000) is the most well-known and commonly used set of scenarios in the environmental field. However, the drivers and story-lines emerging from the IPCC SRES scenario logic have not been immune to criticism and challenge. The aim of the workshop is to take similar matters into account and to receive well-informed input on (possibly new) drivers. Special attention will be dedicated to the need of adjusting the scenario space in a way that duly encompasses the main challenges for land use in Europe.

It is important to note that the IPCC SRES scenario logic is elaborated in relation to future emissions rather than European land use futures. Therefore, the policy relevance of its main assumptions can be relatively limited for the purposes of VOLANTE and gaps could emerge. The main objective of the workshop is to fill in these gaps by critically reviewing the IPCC SRES matrix, the story-lines and the marker scenarios; thus adapting it to the objectives and themes of the VOLANTE project.

Within the consultative workshop, 10-12 foresight experts concerned with the future of land use change are invited. Participants are selected from officials at the European Commission (e.g. DG Regio), EU Agencies and Committees (SCAR, EEA) as well as among public and private organisations’ foresight departments. By adopting facilitation techniques, they will be engaged into constructive discussion. Feedback on and suggested amendments to the IPCC SRES framework will emerge. The consultative and deliberative process will concern the matrix axes, the development of new or reviewed assumptions for the scenarios as well as possible alternatives and variations. In short, the scenario logic intrinsic to the IPCC SRES framework will be submitted to deep, challenging and intense analysis and re-elaboration.

For this purpose, the number of participants shall be relatively low: a small number will maximise dialogue and the intensity of workshop interaction. As previously announced, and somewhat differently to the other workshops, the participants of the scenario workshop will be expert stakeholders. An additional criterion is thus added: besides being stakeholders, participants are primarily experts in the field of foresight and scenario development in various sectors (EU institutions and agencies, private companies, national public institutions).

During the workshop, participants are introduced to the objectives of VOLANTE as well as to the IPCC SRES matrix and its key uncertainties. Advantages and disadvantages of using the IPCC SRES framework for the context of land use in Europe will be discussed and analysed, also in view of its actuality for a future time perspective. Workshop participants will be requested to provide input from their research and insights on exogenous and endogenous drivers that could enrich the existing set of scenarios and story-lines.

The process will lead to a revised and enriched unique VOLANTE scenario framework, which combines higher saliency for the stakeholders involved in the following steps with stronger legitimacy for policy as well as scientific purposes. The workshop will be held in November 2011. It will be a separated exercise from the Visions workshops. The outcomes of both types of workshop will be combined only in the Trade-offs/pathways workshops.

---

5 For further detail on the contents of IPCC SRES story-lines and the linkages with VOLANTE, see Metzger et al. Discussion paper on the foresight framework - Linking visions with explorative scenarios, 2011
2.2 Visions workshops

As a preliminary step, an indication on what is intended for a “vision” has to be given. What is a vision? And what visions is VOLANTE interested in? Once these initial questions are answered, an overview on the workshop structure will shed light on how visions are extracted and how they are expected to link with scenarios, models and options.

While scenarios have been defined as imaginative leaps into (plausible) futures, visions are considered as desired future outcomes. More precisely, with regards to the focus of VOLANTE, visions are to be considered as desired outcomes for future sustainable resource management and land use policy developments. The VOLANTE project aims thus at including a strong normative angle to the development of the final roadmap.

Visions are elicited by untangling the desired future outcomes expressed by a number of experts and stakeholders. Stakeholders are stimulated during the workshop to genuinely express individual visions as well as to elaborate sectoral and integrated visions.

Individual visions have to do with each person’s desires for the future. Participants will be asked questions such as: “How should the use of land look like in 2040 according to you?”, “How do you see your life in 2040 regarding working, recreating, consuming (e.g. eating), energy and housing?”. Sectoral visions are normative perspectives expressed in relation to the different categories of land use: nature, primary production, housing, infrastructure, energy and water, manufacturing, etc. Integrated visions, finally, search for a larger view over the future of land use, which takes into account the inter-linkages and relations within and across categories of land use as well as those between European and worldwide land use.

The process will be finalised with the expression of the visions by means of maps, pie charts, graphs and images. The output will include generic as well as more specific statements and their spatial relations. This last step will be crucial to facilitate the input to the models as well as to contrast the resulting visions with the bandwidth set by the explorative scenarios - which will be the subject of the Trade-offs/pathways workshop. The elaboration of visions is supported and anticipated by a process of document analysis which aims to extract existing visions from policy and strategy documents (in WP 9).

A number of four thematic stakeholder workshops will be organised to elicit stakeholder (sectoral) visions. Each workshop will be focused on specific areas of land use and in this light a corresponding number of categories of land use have been identified. The following categories were chosen to represent the major categories of land use:

- Nature conservation, recreation and leisure
- Primary production: food, bio-energy and timber production
- Settlements (housing and industry) and transport infrastructure
- Energy and water

In each workshop approximately 25 stakeholders will be invited to express their visions for the future of land use in the various categories. The workshop will be structured to develop the individual, sectoral and integrated visions. More than one

---

6 The distinction and boundaries among categories are still under discussion and some changes may occur during the course of the project. However, these are the themes that will be covered by the workshops.
vision will emerge from each workshop, corresponding to agreement and disagreement between participants.

Stakeholders will be encouraged to think individually and creatively about their future lives and lifestyle. Different facilitation techniques will be applied in each workshop to achieve this. Most of them are still under development and will be described in the other WP10 deliverables as part of the workshop reports, including how tools fit together to deliver the required output format. For example, in order to frame and support the elaboration of visions, a set of canvases is being developed/proposed. The canvases are related to four domains: home, work, leisure/recreation and consumption (food/shopping). Participants are requested to elaborate their visions along these domains, creating canvases that describe their desired future lives.

As an example (see Annex 1), participants will express themselves on how they desire their home to look like, given a canvas that includes household information, building characteristics (materials, energy use, etc.), public amenities, appliances and technology, and possible views from the window.

In order to fill in the canvases, participants are invited to use a pre-structured set of elements which are in turn linked to some model inputs (from Module Assessments). Within such a partially pre-defined framework, participants will have the space to creatively design their own individual, sectoral and integrated visions. The canvases can be filled using images, narrative, concepts, or any other type of statement to provide a rich collage of the desired futures.

The outcomes of the Visions workshops will be the combination of the rich qualitative descriptions resulting both from group discussions and the work on the canvases on the one hand, and the semi-quantitative information derived from the pre-defined elements included in the canvases on the other. The latter, in particular, will ensure a more direct link between the visions and the exploratory scenarios.

Additionally, the linkage between the visions and the models is made possible by the existence of pre-defined set of pictures and input provided to participants during the work on the canvases. However, visions are meant to be broader than what can be measured by models and shall incorporate a range of perspectives. The visions will therefore deliver input to models. Their outcomes will thus challenge some of the models, giving an impetus to enrich these.

Concretely, each Vision workshop is planned to evolve along the following three sections.

- **Individual visions:** stakeholders work individually on a number of questions and information designed to help unearthing their individual visions, including individual values and behaviours. These individual visions are built further by using the predefined canvases describing some aspects of their future lives. This section will highlight some important insights and learning points participants can carry through to the subsequent sections;

- **Sectoral visions:** they will be based on group work and group decision rooms for the elaboration of sectoral visions. In subgroups (made on basis of the analysis of individual visions and/or possible ‘sub-sectors’), stakeholders work out core descriptions of the category of land use characterising each Vision workshop. Group work on canvasses on these sectoral visions follows. The process will lead to the elaboration of a set of desired visions by using concepts, statements, images and narratives. One

---

7 The introduction of decision rooms in the workshop process may imply the recourse to web-based techniques and advanced ICT solutions supporting participants’ engagement, cooperation and choice (voting, brainstorming, etc.).
of the objectives of this process is to enable the creation of “visions to take away”, for which each participants feel ownership and authorship;

Integrated visions: the sectoral visions are analysed and discussed with respect to society as a whole. In a dynamic intellectual back-and-forth deliberation process, vision aspects from the three sections are contrasted. A similarly dynamic process is expected to highlight the role of each specific category of land use within society at large, including the linkages with the other land use categories.

The visions resulting from each workshop are expected to be quantified by the use of a number of measures, which are still in process of development and revision. Among them, the following ones are considered:

- **European land cover/ Land use distribution for a range of categories.** These measure will include an assessment of the distribution of the main classes of land use and land cover (agriculture, forestry, urban and nature). Additional changes could be provided along the process: agriculture, for example, could be divided in crops and biofuels, urban areas in urban and industrial, etc.

- **Direction and quantity of change in ecosystem service provision.** It refers to the expectations of people in view of the land they are living on. Individual services will be assessed (e.g. water regulation, etc.) in terms of space.

- **Levels of aggregation or segregation of land use functions, e.g. multifunctional landscapes or mono-functional landscapes.**

- **The European footprint outside Europe, i.e. the quantity of land Europe is using in other parts of the world.**

These assessments will provide the input for the Trade-offs/pathways workshops (the characteristics of which are explained in more detail in the next paragraph). The Visions workshops are planned to be held in in May 2012. Each workshop is planned to run for two days.

### 2.3 Trade-offs and pathways workshops

The Trade-offs/pathways workshops are conceived as intimately linked with the previous two sets of workshops (Scenario and Visions).

The objective of the workshops is first of all to assess trade-offs and synergies between visions and scenarios and among visions. The visions and scenarios are confronted with models results as well.

In short, the Trade-offs/pathways workshops will confront:

- visions with visions, i.e. potential tensions between contrasting desired futures in each area of land use;

- visions with scenario storylines, i.e. what is desired with what is uncertain;

- visions with scenario modelling results, i.e. desired futures with quantified scenarios.

Secondly, this process will feed the discussion that prepares the path-finding to visions and identifies important land use decisions and their implications, which will influence land systems in the coming decades. In the process from trade-offs to
pathways, the aim is to elaborate policy options in time perspective, including a discussion on their consequences for land use.

The two workshops are planned to take place in February and April 2013, respectively. A cross-sectoral approach will be used to support the analysis of natural resources policies and management.

The structure of the workshop will be designed, agreed and updated by VOLANTE partners during the course of the project. Given that, in line with the VOLANTE work plan, WP 11 and 12 (which are specifically devoted to trade-offs analysis and pathways identification) have not started at the moment of elaborating the current deliverable, it is thus not yet possible to enter into large detail. Moreover, since the Trade-offs/pathways workshops are based on the outcomes of both the Scenario and the Vision workshops, it is crucial that these two steps are duly completed before finalising the planning.

Participants for these workshops will be selected among participants of the previous vision and possibly the scenario workshops.

2.4 Paving the way to the roadmap

The set of consolidated visions and pathways resulting from the input originating from the Trade-offs/pathways workshops will be finally discussed in a conclusive Roadmap workshop, planned for June 2014. The overall expected outcome of the workshop is a set of policy recommendations which together constitute a roadmap for future land resource management in Europe.

The workshop is geared at high-level policy makers, business leaders, and high-level representatives of civil society organisations. It is planned to be a five-days intensive workshop with active involvement of project partners. The workshop will focus on presenting and discussing with these high level stakeholder, incorporating their expertise and achieve buy-in and useful take-up for the use and implementation of the roadmap.

The aim of the workshop is, by means of advanced facilitation techniques, to identify, discuss and analyse the key choices for the future of European land systems and their consequences. Emphasis will be put on the need to deliver an interpreted narrative (text, images) based on project results, additionally to numbers and detailed maps. The outcomes of the workshop will thus take the form of sustainable land use management strategies for sectoral use of the road-map in policy, society, and industry and for continuous cross-sectoral cooperation.

For the reasons mentioned in the previous paragraph, the details on this workshop will need to be further developed and discussed among the different WPs at a more advanced stage of the project.

3. Stakeholder identification and selection

Given the design of the workshops provided in the previous paragraphs, a methodological setting for stakeholder identification and selection has been elaborated. The success of VOLANTE’s innovative processes of stakeholder involvement partially depends on an effective and representative selection of workshop participants. This section will discuss the criteria (the set of categories and structural elements) VOLANTE adopted to identify stakeholders. It will also present the structure given to the tool used for stakeholder identification: the VOLANTE stakeholder database. Finally, minimum quotas for stakeholder selection are put forward.
3.1 Stakeholder identification criteria

The elaboration of criteria for stakeholders identification reflects a careful search for balance across societal perspectives, geographical origins and scope, gender and age of participants. Stakeholder identification is inspired by a search for participants who can provide for insightful, original and credible input in the different areas of land use. Although the capacity of events with a small number of participants to offer reliable representativity of the various angles of European society is inevitably limited, the methodology for stakeholder identification should aim at being as inclusive as possible. Only the balanced inclusion of several individual profiles ensures that a plurality of views, backgrounds, values, cultural patterns are elicited, thus limiting outcomes’ biases and improving their legitimacy.

Geographical balance and an equilibrate approach to the scope of activity of stakeholders (European, national, regional/local) are undertaken in order to select a balanced representation of European cultural/political differences. Furthermore, identification and mapping has to take into account the need of incorporating men and women in the process as well as to achieve a satisfactory balance of the various age categories. In the identification of participants for the VOLANTE workshops, a general ex-ante checking is applied in order to avoid the presence of participants who have already been involved in many stakeholder foresight exercises. While recognizing the value of the expertise that similar profiles could bring into the various workshops, priority is given to participants who bring in relevant insights and perspectives and who are ready to engage with one another in a constructive and deliberative way.

The stakeholder identification framework is built on a number of structural elements. The structural elements for identification and selection are the following:

- societal sectors and perspectives;
- scope of activity of the participant and respective organisation;
- age and gender balance;
- urban vs. rural scope;
- previous experience with foresight exercises.

Some of these structural elements have been divided into a number of stakeholder categories and subcategories. The overall result is a stakeholder map which will be used for stakeholder selection.

**Societal sectors and perspectives.** Societal perspectives have been divided along six, rather broad categories: 1) government and public authorities; 2) economy; 3) research and academia; 4) civil society; 5) practitioners; 6) media and opinion leaders. These six broad categories aim at offering an exhaustive representation of the different sectors of society, including those sectors which could be particularly relevant for the future of land use in Europe.

The further elaboration of each of these categories led to the following taxonomy:

- **Government and public authorities**
  - Executive branch
  - Legislature (or representative body)
  - Judiciary
As the taxonomy shows, each category has been further subdivided in order to capture a number of relevant stakeholder groups. The government and public authorities category, as an example, has been split into several subcategories among which executive branches, legislature as well as judiciary are included.

The varieties of actors operating in the economic sector are collected in subcategories like business organisations, social partners (trade unions and employers associations), professional organisations (architects, accountants, engineers, etc.) and private enterprises in a variety of sectors.

The research connotation of the VOLANTE project suggests an immediate reference to the academia and research community: the subcategories identified aim at
incorporating researchers in different areas of specialisation and expertise (from social science to natural sciences; from specialists in technical fields to environmental scientists, etc.). Different research backgrounds could indeed be relevant for eliciting equally different visions and perspectives over land use issues. Members of technology platforms in relevant fields for land use and, finally, think tanks and research centers are also part of the set of sub-categories in the research category.

Actors operating in the **civil society** sector are key stakeholders when matters of land use are concerned: they are fundamental players in European land use transition. The broad “civil society” category has been divided into civil society organisations and associations. As far as civil society organisations are concerned, the fields of environmental protection, human rights, food sustainability, youth and recreational issues are included. In the sub-category related to associations, relevant stakeholder could be identified within neighborhood, resident and consumers associations.

Furthermore, a set of subcategories of **practitioners** has been identified: it includes farmers, landowners, certifiers, forresters, etc. Finally, the broad sector of media can comprise journalists of TVs & newspapers, as well as bloggers and commentators.

**Scope of activity of the participant and respective organisation.** A (geographical) criterion is applied in order to reach a balance with regards to the stakeholders scope of activity. Given the differences in land use occurring in Europe and the multi-level perspectives underlying them, selected participants have to be operating at various levels: local, regional, national, European and global. The present methodological setting includes a distinction between the individual’s geographical scope and the one of the organisation he/she is working at. For instance, a representative of a large multinational company (global organisation’s scope) could be in charge of the Belgian market only (individual scope). That would allow an interesting overlap between a global organisational perspective and a national individual one. In the workshop, a stakeholder fitting into the example above is likely to bring in both perspectives. The categories selected for the scope of activity are the following:

- Global
- Non-EU world region or country
- European (including FP7 countries)
- National (NUTS 0)
- Regional (NUTS 1-2)
- Local (NUTS 3 and LAU 1-2)

**Age and gender balance.** Age categories have been set with the aim of including participants that reflect the overall societal age balance. In the identification phase, the distinction is between people younger than 30, between 30 and 40, 40 and 50, 50 and 60 and over 60. At a later stage and to facilitate selection, some of these categories could eventually merge into larger ones. As far as gender is concerned, the equal representation of both genders is strongly recommended.

**Urban vs. rural scope.** Discussing the future of land use may lead to different perspectives and views when a person is grown, lives and works in an urban environment versus a rural one. The two categories could also be somewhat integrated in individuals’ views, as in the case of stakeholders living in rural country-sides but working in a fully urban environment. However, the distinction made in the identification phase enables a selection which accounts for a substantial balance in view of the two perspectives.
Previous experience with foresight exercises. This category is added to the stakeholder identification framework in order to enable the emergence of participants who could attend and provide insights to the scenario workshop (see above). The distinction between stakeholder (or experts) with and without previous experience in foresight exercise represents also an interesting element for calibrating the Vision workshops. In fact, the absence of such experience could be considered as an indication of no previous systematic and explicit pre-conceptions on the future of land use. The latter, if present, could lead to judgements influenced by previous exploratory scenario exercises.

3.2 The VOLANTE stakeholder database

The set of criteria outlined for stakeholder identification inspired the creation of a map on which a stakeholder database has been built. The database is conceived as a web-tool that allows entry and registration of potential participants according to the above mentioned structural elements and categories.

The objective of the database is twofold: first, it enables an effective, efficient and methodologically sound selection of stakeholders for the various workshops. Selection criteria can be filtered and clustered thus making the process of stakeholder identification and selection transparent, easy and reliable. Second, it provides VOLANTE with a large network of potential stakeholders to be involved in the project activities as well as in the dissemination (beyond stakeholders workshops). The group of stakeholders collected in the database can be continuously involved in a process of knowledge sharing and information flow. This could become an asset in view of strengthening VOLANTE’s credibility and legitimacy as well as to increase its outreach to further stakeholder communities.

For the sake of obtaining a sufficiently large and diverse number of stakeholders, each VOLANTE project partner institution has been asked to enter at least 20 suggested stakeholders. That goal being achieved, a baseline number of around 300 stakeholders will be continuously and regularly involved into the project activities. Moreover, the potential stakeholders suggested by VOLANTE project partners will be completed by a wider range of participants emerging from further explorative research conducted by Prospex.

3.3 Enabling a balanced selection: minimum quotas

The quality, saliency and representativity of the designed participatory processes highly depend on the way stakeholders are selected. Furthermore, the choice of participants should aim at reflecting, in an equilibrate setting, diverse sensitivities, points of view and sectoral perspectives (Gramberger 2001).

Due to process design and budget limitations, a small number of participants will attend each workshop (from 10 to 25 participants depending on the event). This restriction introduces a key methodological challenge for stakeholder selection. In order to achieve the inclusion of views and perspectives sought, a systematic and consistent set of minimum quotas of participants from each stakeholder category will be established.

The aim of the quotas is to reduce the biases and distortions that could derive from over-representation of certain typologies of participants or societal sectors. Well-defined stakeholder selection procedures are particularly important for the Visions and the Trade-offs/pathways workshops.

With our structural, non-normative approach to encompass wider perspectives, minimum quotas will be established for the selection of participants belonging to different societal sectors: government and public authorities; economy; civil society;
practitioner; media. Further, cross-cutting quotas will be established in order to capture different scopes of activity of both individuals and the organisation they work for. Finally, additional quotas will be set in order to allow for the presence of men and women, a due balance of geographical representations, as well as a balanced representation of different age categories.

The selection of the invitees to each different workshop will indicatively fulfill the established quota indication. Last but not least, in the selection of invitees, attention should be devoted to avoid selecting persons who are present in many similar stakeholder engagement processes: this will support the selection of stakeholders driven by a concrete interest in providing, receiving and developing unique, motivated and valuable insights in the future of land use. This last expedient in the framework of the overall methodology for stakeholder identification and selection is meant to contribute to and reinforce the uniqueness, relevance and innovation potentials of VOLANTE project outcomes.
Bibliography


Annex 1

HOME

- building characteristics (eco, energy use, materials etc.)
- household (size, family members)
- public amenities
- view from my window
- appliances, technology