

# **Guidelines for Organization, Documentation and Evaluation of Local Workshops in Energy Improvement Districts (EIDs)**

**(Work Package 3, GoA 3.1)**



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## 1. Introduction

This document provides guidelines for the organization, documentation and evaluation of local workshops in Energy Improvement Districts (EIDs). It is part of [Work Package 3 \(WP 3\)](#), Group of Activities 3.1 (GoA 3.1). The main purposes behind the organization of local workshops in each EID is (1) to initiate cooperation and enable dialog and collaborative work between relevant local stakeholders and (2) to develop jointly defined goals, a strategy and an action plan for each EID. The sequence of local workshops aims to foster the engagement of property owners, public service providers, energy utilities and other relevant stakeholders in cooperative energy planning processes at a district level and to establish long lasting cooperation formats in each EID, which continue to exist also beyond the project duration. The lessons learnt from the local workshops should serve as a base for the development of a general process model for cooperation at a district level (Main Output O3.3).

The document starts with a short introduction into the importance of collaboration and points out a few general recommendations, which should be taken into consideration when initiating collaboration processes. It continues with detailed guidance on the content, the expected results and the performance of local workshops in EIDs in the partner cities. Finally, the document provides instructions about the documentation and evaluation of conducted workshops and ends with Appendices, containing templates for stakeholder surveys.

## 2. General recommendations

The key success factor for cooperation is the building of trust and transparency among individuals and subsequently organizations. In order to build trust and be objective, for the organization of local workshops in the Energy Improvement Districts it is recommended that a neutral third-party moderator be engaged. A moderator would facilitate discussion and ensure that all workshops follow a clear and constructive structure. Moderator facilitation would assist participating stakeholders to recognize the leadership and the division of roles. It is also advised to engage a minute-taker to keep record of all important workshop discussion points and decision.

Altogether three workshops will take place in each Energy Improvement District. As each local workshop will build upon each other, it is recommended that the same stakeholders are invited to all three workshops. It is particularly important to invite your key stakeholders<sup>1</sup> and to engage them in the development of your EID strategy and action plan. In the majority of cases, key stakeholders will be responsible for the implementation of your EID action plan.

The total number of stakeholders, which should be involved in each local workshop, highly depends on the local territorial context and thematic concentration in the Energy Improvement District. However, it is important to keep in mind that groups too large in number may be complicated to work with. In case of large groups, it is recommendable to divide the group into smaller divisions each consisting of no more than 10 people. This will make it easier for everyone to be heard in the discussions and to feel included, but it will also make the workshops effective enough for a strategy and an action plan to be established.

Finally, it is recommended to gather all information and documents relevant to the workshops in a central location which is accessible to each workshop participant. For example, by using Google drive or a similar system tool. By doing this, you will enable all participants to provide their feedback on discussion content post-workshop and also provide absent guests the possibility to review the material. A shared platform could also serve as a discussion space for questions between workshop meetings.

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<sup>1</sup> Definition of key stakeholders is based on structured stakeholder analysis

### 3. Overview of local workshops in Work Package 3

In WP3, each EID will facilitate three workshops. Each workshop is suggested to have a duration of 3-4 hours, depending on the availability of local stakeholders. An established timeframe will increase the productivity of the workshop and will provide good conditions for achieving the desired results. Figure 1 summarizes the content of each workshop, the main purpose, the outcomes to be achieved and the documentations to be drafted.

Workshop 1	Workshop 2	Workshop 3
<b>10/18 – 12/18</b>	<b>01/19 – 04/19</b>	<b>05/19 – 09/19</b>
<p><b>Purpose:</b> Identify the needs, interests and concerns of the stakeholders in order to set mutual EID goals</p>	<p><b>Purpose:</b> Develop a strategy for achieving the mutual goals within the EID</p>	<p><b>Purpose:</b> Determine the action plan for EID and allocate responsibilities for the different actions</p>
<p>Use the document “Analyzing an EID” and discuss its content and your preliminary EID goals</p>	<p>Start developing measures for the implementation of the strategy</p>	<p>Identify competences and resources needed and develop an action plan for the strategy</p>
<p><b>Outcome:</b> Final goals for the EID after input from the stakeholders</p>	<p><b>Outcome:</b> Strategy for implementing the goals for the EID</p>	<p><b>Outcome:</b> Action plan for the EID strategy, including allocation of responsibilities and funding</p>
<p><b>Documentation:</b> A summary report including an overview of results of the two evaluation surveys<sup>2</sup></p>	<p><b>Documentation:</b> A summary report including an overview of results of the two evaluation surveys</p>	<p><b>Documentation:</b> A summary report including an overview of results of the two evaluation surveys</p>

Figure 1: Overview of Workshop time plan (Source: Own visualization, 2018)

Following the three local workshops in each EID, a fourth local workshop will be held as part of [Work Package 5](#). The main aim of this last workshop is to involve political actors and decision makers in the implementation of the EID and to reflect on the lessons learnt in the EID process. This reflection should help identify possible barriers related to the transfer of the EID idea to other districts and cities and the integration of the idea in existing policy and strategic documents. This workshop is only briefly cited in this document and will be further elaborated in Work Package 5.

This document provides a summary of activities that should be performed within each of the three local workshops in Work Package 3. The instructions should be understood as flexible guidelines, i.e. the different steps in the process could be performed in a flexible way (e.g. divide the group into "n" parts, according to the number of participants). Some of the steps could be even skipped in the case they are not plausible and applicable to an EID's local context. It is important for all partners to report the entire process, including which instructions have been skipped (e.g. the number of participants was not sufficiently high, the stakeholders involved were not used to group discussion due to .., etc.). This will allow for comparisons between and justification for partner methodology.

<sup>2</sup> The surveys are included in Appendix I and Appendix II

## 4. Pre-meetings

Before organizing your first local workshop, it is strongly recommended to conduct one or more preliminary meetings ('pre-meetings' in short) with your key stakeholders. During these pre-meetings the stakeholders should be familiarized with the EID concept and briefed about the aim and content of the first workshop. This way they have the possibility to develop ideas about their participation and contribution to the EID cooperation process. This will also help the workshop organizers to establish a clear understanding of the needs, interests and objectives of the different stakeholders and to consider them when planning and conducting the workshop.

A number of important aspects should be considered within the planning and organization of pre-meetings with stakeholders. The following list is a result of joint discussions in the AREA 21 project partnership. It reflects the territorial needs and conditions of the EIDs studied in the AREA 21 project.

- Make early contact with stakeholders who should be involved in the EID process.
- Meet property owners, building agencies, energy companies, etc. in separate pre-meetings (division according to the stakeholders' role).
- Organize pre-meetings as short face-to-face sessions with a 1-2 hour duration.
- Present in each pre-meeting the EID concept, study area and the focus of your local project activities.
- Present your preliminary defined goals and vision for the development of your EID, and allow stakeholders to openly discuss the content.
- Present your EID concept in a compelling way, for example with an engaging vision to secure stakeholders interest in joining your EID activities.
- Answer any open questions. If there are no questions, ask the stakeholders questions in order to make sure they have understood the EID concept and the preliminary goals for your EID study area.
- Ask the stakeholders to establish their intended participation in the upcoming local workshops. For example, they should specify their own goals (the goals of their institution), their interests and/or objectives to participate in the EID cooperation process and outcomes they would like to achieve at the end of the process.

## 5. Workshop 1 – *establish your EID goals*

The main outcome of the first local workshop is the formulation of mutual goals for your EID. The first workshop is to be performed with consideration of the following steps:

- Invite all key stakeholders identified for the EID to the workshop.
- Let each stakeholder shortly present themselves and their respective goals, interests and/or objectives as well as possible concerns regarding the workshop.
- Present the content and main findings from the document "Analyzing an EID"<sup>3</sup> and present the preliminary defined goals for the development of your EID area.
- Divide the stakeholders into groups according to their function and let them discuss how their own goals and/or objectives relate to the preliminary EID goals.
- Identify possible conflicts of interests and goals (e.g. are there any great differences or contradictions between the stakeholders' own goals and the goals you defined for the development of the EID area?).
- Bring the stakeholder groups together and let each group present their main discussion points and findings.

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<sup>3</sup> "Analyzing an EID" is an internal project document, which guides the project partners in analyzing the current status and the existing potentials in their EID area.

- Revise (if needed) the preliminary defined EID goals in order to meet the needs and expectations of all stakeholders and jointly agree upon them.
- Ensure that the goals are measurable<sup>4</sup> in order to monitor the progress of accomplished work and goal fulfillment.
- Ensure agreement and support of the EID goals and vision between stakeholders and you as a project partner. If the vision and goal is not shared, the chances of future cooperation in and beyond the project will be limited.

**Required outcome after Workshop 1:** The general EID goals should be decided and agreed by all stakeholders. Be able to answer the question WHERE<sup>5</sup>, as in where are we heading to in our EID?

## 6. Workshop 2 – *develop your EID strategy*

The main outcome of the second workshop is the development of a strategy for your EID area. The strategy should bind and guide your local cooperation actions. The workshop is to be performed with consideration of the following steps:

- Analyze the EID process:
  - Identify possibilities and/or incentives which could support the achievement of your EID goals. What synergies and additional values can be found in the cooperation process?
  - What challenges and barriers are there that may inhibit the fulfillment of goals?
- Divide the stakeholders into groups according to their functions and interest and discuss:
  - How should possibilities and/or incentives of cooperation fuel the working process towards achieving EID goals?
  - How should existing barriers and problems be managed and what are possible solutions?
- Combine the stakeholder groups to develop a joint strategy to answer the question:
  - How can we achieve our EID goals?
  - What path do we choose to achieve these goals?
- It is importance to achieve agreement in the group.
- After the workshop, ask the stakeholders to identify possible activities of their organization/company/institution, which could contribute to the EID strategy.

**Required outcome after Workshop 2:** The strategy for your EID area should be decided and accepted by all stakeholders. Be able to answer the question HOW<sup>6</sup>, as in how are we going to achieve our EID goals?

## 7. Workshop 3 – *develop your EID action plan*

The main outcome of the third workshop is the elaboration of an action plan for achieving your EID goals and strategy. The action plan should consist of a number of jointly agreed actions, which should be

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<sup>4</sup> Example of how goals are formed; the so-called SMART goals: S – specific, M – measurable, A – acceptable, R – realistic, T – time set (Source: Own formulation)

<sup>5</sup> Definition of the word where = “to what situation; toward what end” (cf. Oxford Dictionaries, <https://en.oxforddictionaries.com/>)

<sup>6</sup> Definition of the word how = “in what manner or way; by what means” (cf. Oxford Dictionaries, <https://en.oxforddictionaries.com/>)

implemented in your EID area. The workshop is to be performed with consideration of the following steps:

- Assign time for the stakeholders to present their ideas of possible activities that could contribute to achieving the EID goals.
  - How could these specific activities contribute to goal fulfillment?
- Identify what activities/measures can be performed together with other stakeholders in order to establish further cooperation.
  - When do these activities need to be performed?
- Jointly identify concrete activities/measures that will contribute to goal fulfillment.
- Set a timeframe for the activities/measures.
  - Prioritize which activities/measures what should be addressed first.
  - How will the implementation of the activities be monitored?
- Allocate responsibilities for the implementation of the identified activities/measures.
  - Who can do what?
  - How should the activities/measures be funded (investments, subsidies, donations, etc.)?
- Set and agree on a detailed action plan based on the questions above. The action plan should serve as a backbone for the establishment of a long-lasting cooperation in your EID.

**Required results after Workshop 3:** The action plan for the EID should be decided and ratified by all stakeholders. Be able to answer the question WHAT<sup>7</sup>, as in what are the activities that will result in achieving our EID goals<sup>8</sup>?

## 8. In-between-meetings

In between the meetings, it is important to maintain open communication lines and a dialogue with the stakeholders. In order to achieve this, it is recommended to organize meetings with stakeholders between the formal workshops. This will make it possible for you and your stakeholders to clarify questions and keep track of the process. These meetings can take the form of joint group of face to face meetings or phone call exchanges.

The third workshop should establish agreement to responsibilities and activities for the action plan, signaling the implementation of actions. Following this stage, it is important to maintain contact with the stakeholders to prevent misunderstandings and to keep track of the cooperation process.

## 9. Documentation of local workshops

The documentation of each workshop should consist of a summary report which includes documentation from workshop discussions, results and an overview of the workshops' evaluation results (Refer to Section 10 of this document). The summary report should combine information about the purpose and aims of the workshop, an overview of the main discussion points and open issues and a list of the achieved outputs (decisions, actions, proposals, and recommendations). The documentation should be completed with a signed list of participants.

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<sup>7</sup> Definition of the word **what** = “*which thing or which particular one of many, which kind, character, or designation*” (cf. Oxford Dictionaries, <https://en.oxforddictionaries.com/>)



## 10. Evaluation of local workshops

The evaluation of the local workshops and the assessment of the cooperation process and stakeholder engagement in the EID are based on two surveys:

**I. Stakeholder Survey:** the aim of this survey is to identify the level of satisfaction of your stakeholders from the organization of the workshop and from their engagement in the process of collaborative energy planning in the EID. It should help you to determine weaknesses in the engagement process as well as opportunities for its improvement. The survey has been prepared in English and should be translated in the respective local language if necessary. It is recommended that all stakeholders participating in the workshop fill in the survey before the official end of the workshop. To make this possible it is important to plan ca. 15 minutes for the surveys and a feedback round at the end of each workshop.

**II. Project Partner Survey:** the aim of this survey is to help you reflect on the outcomes of each individual workshop. After each workshop, the project teams are requested to hold an internal meeting and discuss about the workshop process and outcomes. Each team is asked to fill in the “Project partner team survey” and to summarize the results of the “Stakeholder survey”. A summary of both surveys’ results should be included in the workshop documentation.

Both the stakeholder and the partner surveys are included as Appendices to this document.

The evaluation of the local workshops in your EID will enable you to receive real time feedback from the workshop participants and will assist you to improve the workshop organization and collaboration with stakeholders. At the same time, the evaluation will provide insights into the experiences, opinions and expectations of your local stakeholders towards the EID. The results of the evaluation will support the elaboration of Main Output 2.3: “Guidance on Cooperative Energy Planning on District Level, Barriers and Success Factors”.

## Appendix I. Assessment of Cooperation Process and Stakeholders Engagement in Energy Improvement Districts: Stakeholder Survey

Dear Workshop Participant,

Thank you for your participation in today's workshop. We kindly ask you to take 10 minutes to complete this questionnaire and help us improve our stakeholder engagement experience. Your feedback will remain anonymous.

The survey consists of 10 questions divided in three sections. In "Section A" you are able to evaluate this workshop. In "Section B" you are able to assess possible barriers and factors of success for the development and implementation of your Energy Improvement District. In "Section C" you are asked to provide your feedback on your satisfaction with the engagement process.

### Section A. Evaluation of Workshop

#### 1. Workshop Quality. What is your impression of the workshop, in terms of:

- Organization (e.g. thematic planning, on time workshop schedule etc.)
  - Very good
  - Good
  - Not good/ why? \_\_\_\_\_
  
- Location (e.g. venue, food, transport, room set-up etc.)
  - Very good
  - Good
  - Not good/ why? \_\_\_\_\_
  
- Resources (e.g. presentation, electronic equipment, information sheets etc.)
  - Very good
  - Good
  - Not good/ why? \_\_\_\_\_
  
- Information quality and provision (e.g. adequate and understandable information; provision of relevant information before workshop, during workshop and when requested, timely for decision making)
  - Very good
  - Good
  - Not good/ why? \_\_\_\_\_
  
- Moderation (e.g. allowing variate opinions leading to a fair dialogue)
  - Very good
  - Good
  - Not good/ why? \_\_\_\_\_
  
- Two-way communication (e.g. objective, enabling a fair dialogue etc.)
  - Very good
  - Good
  - Not good/ why? \_\_\_\_\_

## Section B. Evaluation of Barriers and Factors of Success

### 2. Which technical barriers do you see for the development and implementation of the EID? (You may select more than 1 option)

- Traditional energy planning lacks an integrative approach and focuses on isolated technical products
- Knowledge deficiency of professionals (e.g. architect, engineer, planner, consultant, etc.) on upcoming energy efficient measures
- Knowledge deficiency of contractors in the application of energy efficient techniques
- Information deficiency of building owners and residents on energy efficient measures (e.g. maintenance, costs, payback times, risks and lifetime etc.)
- Information deficiency of housing associations on new energy efficient technologies
- Simplification of maintenance work with just one provider
- Structural limitations on building stock (incl. restrictions on heritage buildings)
- State of the supply network
- Social acceptance towards “new” energy efficient technologies
- Limited availability of energy efficient innovations
- Others (please specify)

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### 3. Which financial barriers do you see for the development and implementation of the EID? (You may select more than 1 option)

- Insufficient funding instruments at local level
- Need for private investment
- Energy cost
- Low or non-existent feed-in tariffs (FITs)
- Higher costs upfront compared to common refurbishment
- Uncertainty on energy prices and payback times
- Energy efficient measures lack of visibility (e.g. the investment is not always reflected in the building’s market price)
- Lack of secure loans
- Limitations on loans for social housing associations
- Social housing associations perform the investment but are not the direct benefactors
- Building owners not willing to invest in energy efficiency measures
- Building owners not willing to participate in cooperative investments (e.g. in neighbor associations etc.)
- Residents rejecting measures due to fear of rental increases
- Fear of higher maintenance costs to maintain energy efficient technologies
- Others (please specify)

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4. Which **organizational** barriers do you see for the development and implementation of the EID? (You may select more than 1 option)

- Lack of interdisciplinary and inter-organizational cooperation between relevant stakeholders
- Misunderstanding of EID goals
- Limitations of building codes and/or land use, which hinder innovations
- Not achieving minimum consensus between building occupants
- Not achieving minimum consensus between building owners
- Limited social acceptance towards district-oriented solutions due to higher organizational efforts
- Energy provider not willing to participate
- Difficulty of organizing renovations for occupied buildings
- Fragmented and heterogeneous -ownership
- Time limitations
- Lack of integrative policies for energy efficient planning, climate awareness and spatial planning
- Specific policy barriers, please name:

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- Others (please specify)

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5. Which **technical** factors are needed for the successful development and implementation of the EID? (select all answers that apply)

- Promotion of integrated and cross-sectoral approach
- Need for modernization of the supply network
- Need for diversification of the energy provision
- Use of ICT-Tools for public participation in energy planning
- Use of ICT-Tools for energy monitoring to promote behavioral changes
- Others (please specify)

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6. Which **financial** factors are needed for the successful development and implementation of the EID? (select all answers that apply)

- Public investments
- Private investments
- Availability of long-term financing schemes
- Enhancement of the districts image and property value
- Financial benefits for the district inhabitants
- Others (please specify)

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**7. Which organizational factors are needed for the successful development and implementation of the EID? (select all answers that apply)**

- Promotion of integrated energy planning for districts instead of separated plans
- Holistic perspective on energy efficiency and energy consumption
- Promotion of cooperative approach to engage relevant stakeholders
- Stimulation of collective actions and new partnerships between citizens, public institutions and energy companies to enhance the districts' energy efficiency
- Involvement of stakeholders from an early stage to take part in the entire process
- Events for information exchange, participation and decision making for the creation of the EID goals and action plans (such as this Workshop)
- Active communication through social media about the EID
- Campaigns to inform and raise awareness of building owners
- Support from building owners' associations
- Integration of multiple property owners into a legal representation
- Others (please specify)

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**8. Which policy, regulatory and financial instruments are needed for the successful development and implementation of the EID? (select all answers that apply)**

- Integration of a strategic district level approach instead of single building in existing planning documents
- Creation of new formal instruments to assist the EID planning and implementation. For example, instruments allowing flexible on-site electricity generation, financial incentives, policy improvement for regional energy efficiency, etc. Please specify:

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- Creation of new informal instruments and networks to assist the EID planning and implementation. For example, energy round tables, etc. Please specify:

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- Other

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## Section C. Evaluation of Engagement Process

**9. Stakeholder Identification. From the list below, select the category that best fits your role as a stakeholder in this project.**

- Policy development
- Regulation
- Energy strategy and planning
- Energy supplier
- Network maintenance

- Technology innovation
- Financial institution (investor, bank, etc.)
- Property owner
- Tenant
- NGO
- Other: \_\_\_\_\_

**10. Open text response (for Workshop 1):** Please insert here any specific comments and proposals you have related to the formulation of goals and strategy for your EID and your recommendations for improving cooperation between the stakeholders in the district.

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Thank you for your valuable feedback!

## Appendix II. Assessment of Cooperation Process and Stakeholders Engagement in Energy Improvement Districts: Project Partner Survey

Dear Project Partner,

We hope your workshop was successful! Please fill in this survey to keep record of the stakeholder cooperation process and the engagement level in your EID. This will assist you to reflect on the processes and to identify what could be improved for your next workshop.

The survey consists of 10 questions divided in three sections. “Section A” evaluates the overall workshop organization. “Section B” evaluates from your perspective the overall engagement of the stakeholders to the EID process. “Section C” evaluates the stakeholder engagement in Workshop 1.

### Section A. Evaluation of Workshop Organization

1. **Participant Number. Was there a good number of participants attending the workshop?**
  - Yes (attendance of more than 50% of the desired stakeholders)
  - Moderate (attendance of 50% of the desired stakeholders)
  - No (less than 50% of the desired stakeholders attended)
  
2. **Participant Inclusion. Were there diverse participants attending the workshop? (i.e. there was a good representation of stakeholders from: the energy sector, policy development, regulators, energy planning, network maintenance, technology delivery, financial institutions, property owners, tenants, NGOs, etc.)** *Retrieve information from Stakeholder Survey results of question 9.*
  - High diversity (more than 50% mix)
  - Medium diversity (50% mix)
  - Low diversity (less than 50% mix)
  
3. **Event logistics. Were tasks completed according to the workshop agenda and were the results expected from the workshop achieved?**
  - Yes, all results have been achieved
  - The results were partly achieved (e.g. new topics that were not planned in the agenda were introduced in the discussion, variation in the total workshop duration, etc.)
  - No, the results have not been achieved
  - Please specify your answer:  

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### Section B. Evaluation of Stakeholder Engagement to the EID Process

4. **Timely Stakeholder Involvement. Were the stakeholders invited in a timely way to be involved in the EID process? Meaning an appropriate lead time for information provision and updates, requests for data, invites for feedback, invitation to workshops and discussions, feedback on participation, as well as efficient responses provided by partner.**

- Yes (i.e. appropriate lead time or efficient responses provided by partner)
- Sometimes (i.e. acceptable lead time or efficient responses provided by partner)
- No (i.e. poor lead time and inefficient responses provided by partner)
- Please specify your answer:

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5. **Extent of Stakeholder Involvement.** To what extent have stakeholders been actively involved in the development and decision making of the EID? For example, have they supported you already with data/information, consultation and/or advising on the analysis of the EID, selection of energy efficient measures, etc.?

- High (more than 50% participated)
- Moderate (50% participated)
- Low (less than 50% participated)
- Please specify:

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6. **Stakeholder Interest.** What level of interest did stakeholders show in the Energy Improvement District's concept?

- High interest (more than 50% participants)
- Moderate (50% participants)
- Low (less than 50% participants)
- Please specify your answer:

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## Section C. Evaluation of Stakeholder Engagement in Workshop 1

7. **Workshop Quality.** How did stakeholders perceive the quality of the workshop? (In answering this question, compare the feedback from the first workshop with the consecutive workshops) *Retrieve information from Stakeholder Survey results of question 1.*

- Very good (more than 50% participants have crossed very good)
- Good (50% participants have crossed good)
- Not good (less than 50% participants have crossed good)
- Please specify:

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8. **Open text response:** During workshop 1 could the stakeholders identify new barriers and new success factors that were not yet considered in the project? Could they identify new topics that should be discussed and further stakeholders that should be involved in the next workshop? (Please specify)

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9. Open text response: In what way did you involve the stakeholders in the formulating of goals and strategy for your EID in workshop 1? (Please specify)

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10. Open text response: How did the workshop help you with establishing local cooperation with the key stakeholders in your EID? (Please specify)

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