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Start date : 2022-09-01 Duration : 36 Months



Stakeholder Engagement Plan

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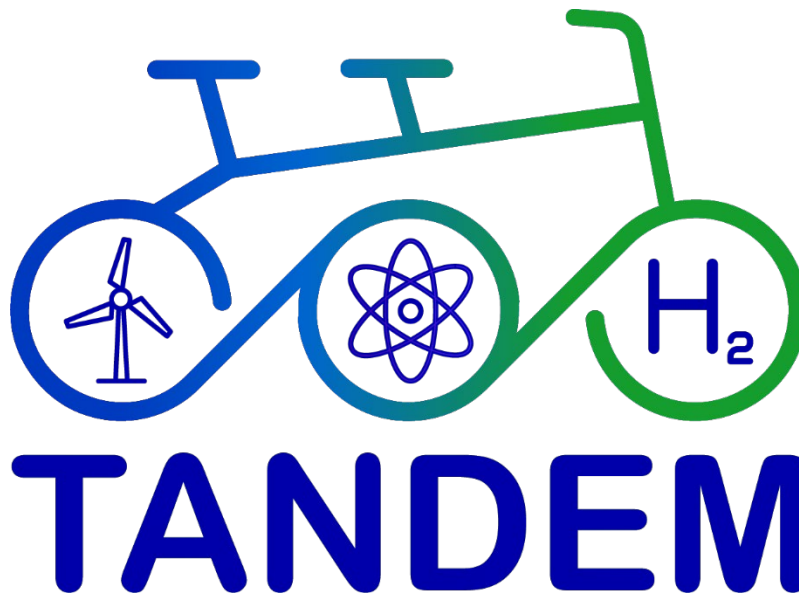
Document title	Stakeholder Engagement Plan
Author(s)	Mrs. Jessica JOHNSON
Number of pages	13
Document type	Deliverable
Work Package	WP5
Document number	D5.3
Issued by	FORATOM
Date of completion	2023-08-31 13:50:17
Dissemination level	Public

Summary

Stakeholder Engagement Plan setting out a formal strategy for the TANDEM's relations with project stakeholders: o Mapping of provisional stakeholders and key messages of relevance to them. Identification of the most relevant tools through which contacts and outreach can be established; o Analysis of stakeholders' needs, and challenges faced by groups of target audience and their strategies defined in high-level documents and as collected via a survey addressing stakeholders in countries participating in the project. The analysis of the survey results will focus on the identification of topics of interest for stakeholders, questions raised which could be clarified in the project final report(s), and areas which require further focused research beyond the project framework; o This will also include a roadmap of activities and actions to facilitate the stakeholder engagements and exploit the project results,

Approval

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D5.3 – Stakeholder Engagement Plan

WP5 - Task 5.2

30 August 2023

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History

Date	Version	Submitted by	Reviewed by	Comments
2023-08-30	1	Jessica Johnson	Claire Vaglio-Gaudard	

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Abbreviations and Acronyms

Acronym	Description
D5.7	Deliverable 5.7
FOAK	First-of-a-kind
GDP	Gross Domestic Product
ROI	Return on investment
SMR	Small Modular Reactors
TL	Task Leader
WP	Work Package

Executive Summary

An important aspect of the TANDEM project is timely and relevant outreach to stakeholders. Therefore, one of the key deliverables under Work Package 5 (WP5, Recommendations, stakeholder and citizen engagement, communication & dissemination) is the development of a Stakeholder Engagement Plan.

The goal of this plan is to already map and identify the various stakeholders to whom this project could be of potential interest. Each stakeholder is then grouped according to his/her needs and messages of relevance for that particular stakeholder are identified.

This plan takes into consideration the dissemination activities already identified under deliverable 5.7 (Communication and Dissemination Plan) and its roll out will depend upon the input received from the different WPs and Task Leaders (TLs).

The goal of the plan is both communicate the activities and results of the project to relevant stakeholders, as well as to receive feedback from their side which can then be taken into account as part of the work carried out in the project.

Keywords

Stakeholders, Engagement, Communication, Dissemination



1 Introduction

The goal of this Stakeholder Engagement Plan is to have a clear overview of the different target audiences which the TANDEM project plans to reach out to. It provides a structured approach to such engagement activities by first of all mapping as many stakeholders as possible, identifying what their needs are and the challenges they face, putting together clear messages for each stakeholder taking into account their needs, and finally giving an idea of the communication channel to be used as part of the outreach.

This action is to be seen as a ‘living’ activity – as such, the stakeholder engagement plan should be reviewed once a year in order to include newly identified stakeholders and to refine the messages based on feedback received over the course of the 12 previous months.

This plan incorporates the different elements of the project proposal and Deliverable 5.7 in order to provide a link between the different communication actions planned during the life of the project.

2 Stakeholder Mapping

On 19 March 2023, a Metaplan Session was organised in order to conduct a thorough assessment of the different stakeholders to whom this project is of potential relevance. The following were discussed and identified during this session:

- Stakeholders to whom this project is of relevance
- Their needs & challenges which they face
- The key project messages which are of relevance to them
- The most relevant communication tools to be used by stakeholder group

It is clear that as the project evolves more stakeholders are likely to be identified. Furthermore, messages may need to be adapted to take into consideration the evolution of the project and feedback from stakeholders. So, whilst the table below provides a summary of all the stakeholders identified, this should be seen as a living document to be adapted as needed during the course of the project.

This table should be seen as identifying the top-level messages to be conveyed to each audience. It is clear that in the discussions, for some there will be a need to go into more detail, but for the purposes of this document the focus should be on **key messages**.

Table 1. Stakeholder Mapping – General Audiences

STAKEHOLDER	NEEDS & CHALLENGES	KEY MESSAGE	COMMUNICATION TOOL
Environmental organisations/NGOs (open to a conversation)	Decarbonisation + sustainability	A decarbonised & sustainable hybrid energy system is the perfect solution for the future. Nuclear is a key component of such a system together with other low carbon, fossil free energy sources, such as renewables.	Policy Briefs Social Media Partner newsletters Webinar Final project workshop
General public	Affordability, Energy security, job creation. Healthy environment (pollution, biodiversity) Involvement in projects/transparency (keep them informed) (for SMR near cities = safety)	It will help decarbonise the energy system in an affordable way and ensure security of supply. Furthermore, it will help create jobs and growth in Europe and support existing industry (and avoid relocation)	Social Media Partner newsletters
Media, scientific journalists (World Federation of science journalists)	Basic information about SMRs - Transparent communication Costs and timelines Benefits	A decarbonised & sustainable hybrid energy system is the perfect solution for the future. Nuclear is a key component of such a system together with other low carbon, fossil free energy sources, such as renewables.	Policy Briefs Technical reports
National (proactive), Regional & local governments (reactive)	Energy security, affordability, decarbonisation, jobs, GDP, revenue Information to help develop national energy policy	It will help decarbonise the energy system in an affordable way and ensure security of supply. Furthermore, it will help create jobs and growth in Europe and support existing industry (and avoid relocation)	Policy Briefs Social Media Partner newsletters Webinar
National nuclear associations & societies + WNA	Info about project	Exchanging on the project + feedback from them (Synergies) Benefits of stronger cooperation.	Policy Briefs Social Media Final project workshop
Policymakers	Security of supply, affordability, energy and technological sovereignty, self-sufficiency, weaponization of energy, decarbonisation + public opinion (votes), primary balance energy efficiency rating, reindustrialisation, jobs & growth	It will help decarbonise the energy system in an affordable way and ensure security of supply	Policy Briefs Social Media Partner newsletters Webinar Workshop
Think Tanks (eg Friends of Europe, ERTCC, CEPs, EEF)	Energy Security, Affordability, Decarbonisation Potential future hybrid energy system vision Transparency	A decarbonised & sustainable hybrid energy system is the perfect solution for the future. Nuclear is a key component of such a system together with other low carbon, fossil free energy sources, such as renewables. Furthermore, it will help create jobs and growth in Europe and support existing industry (and avoid relocation)	Policy Briefs Social Media Partner newsletters Final project workshop



Trade Unions	Relocation of industry to other parts of the world and thus job losses	SMRs will help create jobs and growth in Europe and support existing industry (and avoid relocation)	Policy Briefs Social Media Final project workshop
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Table 2. Stakeholder Mapping – Industry & Relevant Stakeholders

STAKEHOLDER	NEEDS & CHALLENGES	KEY MESSAGE	COMMUNICATION TOOL
Cities, plus EUROCITIES (eg Energyville)	Energy security, affordability, decarbonisation (transportation, buildings, heating, etc). Equitable access. Safety aspects + societal acceptance Information in advance to help with city planning projects	SMRs will provide heat which can replace coal/gas in district heating system. It will help decarbonise the heating system in an affordable way and ensure security of supply	Policy Briefs Final project workshop
District heating networks operators	Security of energy supply, affordability, decarbonisation	SMRs will provide heat which can replace coal/gas in district heating system. It will help decarbonise the heating system in an affordable way and ensure security of supply	Policy Briefs Technical reports Webinar Final project workshop
Energy intensive industries (paper, steel, chemicals, data centres, etc). Both EU & national associations CEFIC (and sub associations petrochemicals, Eurochlor), Eurometaux, EUROFER, Euromines, CEPI	Security of energy supply, affordability, decarbonisation	A hybrid energy system is the perfect solution for the future. Nuclear is a key component of such a system together with other low carbon, fossil free energy sources. It will help decarbonise the energy system in an affordable way and ensure security of supply. Within such a system, SMRs will provide not just power, but also heat, hydrogen and desalination.	Policy Briefs Technical reports Webinar Final project workshop
Finance Community/investors (link via ESMRPP)	Long-term investment predictability + Return on Investment (ROI) Market potential For first-of-a-kind (FOAK): state support? Strong business case (incorporating different stakeholders + backers)	There is a market for SMRs as part of a hybrid energy system. They will provide not just power, but also heat, hydrogen and desalination, thus expanding their customer base	Policy Briefs Webinar Final project workshop
Manufacturing and construction companies Equipment suppliers/supply chain of other producers	Harmonised codes & standards Skilled workforce Market potential, long term predictability	Technical input so they can identify components which will be needed in the future – to be developed later on +Skills needs	Policy Briefs Technical reports Webinar Final project workshop
Non-power 'users' (heat, desalination, hydrogen, carbon capture)	Heat, desalination, hydrogen, carbon capture	A hybrid energy system is the perfect solution for the future. Nuclear is a key component of such a system together with other low carbon, fossil free energy sources. It will help decarbonise the energy system in an affordable way and ensure security of supply.	Policy Briefs Technical reports Webinar Final project workshop



		Within such a system, SMRs will provide not just power, but also heat, hydrogen and desalination.	
Nuclear start-ups (input from France & nucleareurope)	Share info about their projects Possibility to use TANDEM tools to analyse the profitability and feasibility of integrating their system	Exchanging on the project + feedback from them (Synergies) Benefits of stronger cooperation.	Policy Briefs Technical reports Webinar Final project workshop
Nuclear21	Info about project (eg. TRL, cost, financing opportunities, licensing, etc) Ability to provide input + act as spokesperson	Exchanging on the project + feedback from them (Synergies) Look to build stronger cooperation.	Policy Briefs Technical reports Webinar Final project workshop
Safety authorities/SMR regulators	Involvement in SMR design process Bringing together nuclear safety and Seveso safety (hybrid energy system) taking into account environment around SMR (provide concepts as a starting point) Harmonised codes & standards Harmonisation of licensing requirements Skills & knowhow	Exchanging on the project + feedback from them (Synergies) Benefits of stronger cooperation. The integration of poly-generation with nuclear is included in this project from a safety point of view.	Technical reports Webinar Final project workshop
Transmission system operators	Grid stability, grid growth, decentralisation (+ microgrids), use of existing infrastructure, public opposition to cables	SMRs will tackle intermittency of decentralised energy systems. Flexibility. Integration of electrical and thermal storages in hybrid energy systems.	Policy Briefs Technical reports Webinar Final project workshop
Universities	Information about skills and perspectives + energy system integration Relevant courses to be developed.	These are the skills which will be needed in the future. A significant increase in skilled engineers (with knowledge of hybrid energy systems) is foreseen.	Webinar Workshop
Utilities covering cogeneration, electricity, heat	TRL, cost, financing, time to build, customer opportunities, licensing + market (who will buy the energy they produce). Information that will help them build their strategy and investment plans. Political framework of a decentralised energy system	Providing a solution for a greater number of customers, such as industry, it offers not just power, but other energy applications.	Policy Briefs Technical reports Webinar Final project workshop

Table 3. Stakeholder Mapping – Research Community

STAKEHOLDER	NEEDS & CHALLENGES	KEY MESSAGE	COMMUNICATION TOOL
European SMR Pre-Partnership	Info about project which can be incorporated into their roadmap (eg. TRL, cost, financing opportunities, licensing, etc)	Exchanging on the project + feedback from them (Synergies). Benefits of stronger cooperation.	Direct interaction via joint partners Webinar Workshops
European Technology & Innovation Platforms + national, eg.	Information on projects, Technology readiness, skills needs (manpower and	A hybrid energy system is the perfect solution for the future.	Webinar Workshops Social Media



Technology Platform “Sustainable Energy for Czech Republic”	knowledge), how do projects fit within circular economy concept	Nuclear is a key component of such a system together with other low carbon, fossil free energy sources.	
National public alliances which coordinate research activities	Funding sources (i.e. finance to get their project to market) Info about project so that they can provide feedback. Skilled researchers	Exchanging on the project + feedback from them (Synergies) Benefits of stronger cooperation.	Webinar Workshops Social Media
R&D Teams: IAEA coordinated Research Projects, OECD/NEA expert groups, other European projects eg. NPhyCo)	Info about project so that they can provide feedback. Affordable + sustainable growth of nuclear. Coordinated communication about nuclear research towards all stakeholders.	Exchanging on the project + feedback from them (Synergies). Benefits of stronger cooperation.	Webinar Workshops Social Media
Relevant EU Projects (ELSMOR, GEMINI4.0, NPhyCO, ENEN2PLUS, ECCSMART, ESFR-Simple)	Information about the project/commonalities	Exchanging on the project + feedback from them (Synergies). Benefits of stronger cooperation.	Direct interaction via joint partners Webinar Workshops
Research & Development teams (other)	Funding sources (i.e. finance to get their project to market) Info about project so that they can provide feedback. Skilled researchers	Exchanging on the project + feedback from them (Synergies) Benefits of stronger cooperation.	Webinar Workshops Social Media
SNETP (and related activities eg. SET Plan group 10 safety)	Info about project so that they can provide feedback. Affordable + sustainable growth of nuclear Coordinated communication about nuclear research towards all stakeholders	Exchanging on the project + feedback from them (Synergies). Benefits of stronger cooperation between associations and official working groups	Direct interaction via joint partners Webinar Workshops



3 Stakeholder Outreach

Taking into account the information under Tables 1 - 3 this section provides an overview of some of the actions to be undertaken in order to reach out to the relevant stakeholders. Indeed, under WP 5, there are several actions which will need to be undertaken as part of the communication & dissemination activities of the project and this section aims to provide a link between the stakeholder engagement plan and these actions.

3.1 Policy Briefs

One of the key outputs of the TANDEM project is the identification of which policies need to be implemented, and how, in order to enable the integration of SMRs into hybrid energy systems. Further to feedback from the project partners, WP 5 Task 1 is tasked with developing such policy briefs which are to be used primarily amongst national and EU policymakers.

In terms of developing such policy briefs, the following steps are recommended:

- WP/TLs to share the results of their work with CEA who will then discuss recommendations relative to technical, economic and societal issues with the Task 5.1 partners.
- Task 5.1 partners to identify key policy recommendations and relevant stakeholders to whom these should be conveyed.
- Nucleareurope to use this input to deliver a series of policy briefs focused on the development of hybrid systems by 2030's.
- Policy briefs to then be communicated directly to relevant policymakers and stakeholders. Furthermore, their promotion should be ensured via the TANDEM communication channels and partner websites.

Task 5.1 partners are: nucleareurope, CEA, ANSALDO, CIRTEN-POLIMI, ENEA, ENEN, IRSN, TRACTEBEL, ENERGORISK, VTT and UJV.

3.2 Surveys

In order to identify the needs and challenges of the target audiences, surveys should be developed and sent out to stakeholders with whom the partners have been in contact and which have expressed an interest in being kept informed about the project. These surveys should help to identify the topics of greatest interest and relevance to the various stakeholders and identify any questions which they may have with the goal of answering them in the final project report. Finally, input from these surveys could be used to identify additional research areas beyond the framework of this project.

In order to prepare the surveys, Task Leaders from the different TANDEM work packages should provide WP5 with an overview of the information which they would like to obtain from the survey and to whom this survey should be addressed (identification of main target audience and contact persons where possible). A series of questions will be produced by partners leading Task 5.2 (nucleareurope, Tractebel, ENERGORISK, FORTUM and UJV) and, upon the approval of the WP/Task Leader, it will be sent out to stakeholders. Responses will then be gathered, reviewed and a summary provided to the other project partners.

3.3 Events

A series of events are envisaged as part of the TANDEM project (please refer to Deliverable 5.7: Communication & Dissemination Plan). The project foresees a two-pronged approach in this respect:

- Events organised by the project itself.
- External events in which TANDEM participates.

3.3.1 Events organised by the TANDEM project

According to D5.7, two types of events are envisaged as part of this project. The first is a series of webinars (online) and the second is workshops (in person).

According to the project proposal, the main focus of the webinars and workshops will be the Education & Training (E&T) community, with Work Package 6 taking the lead on this.

At the same time, it may prove useful to consider organising webinars for policymakers once the policy briefs become available (during the second half of the project). In addition, a workshop should be organised in Brussels in month 36 in order to bring together primarily policymakers and the downstream users who are expected to benefit the most from the work of this project. If needed, instead of having one large workshop, a series of smaller more targeted workshops could be organised during the last three months of the project instead (depending on the financial resources available).

3.3.2 External events in which the TANDEM project is represented

Throughout the project, partners should aim to keep track of upcoming events of relevance to TANDEM, particularly those where one or more of the stakeholders identified above are expected to be present. Where possible, TANDEM partners should request speaking opportunities.

4 Conclusion

This document is to be seen as having identified an initial list of stakeholders which is to be updated on a regular basis (once per year). It includes some key messages to be conveyed to each stakeholder in a first instances – but these will need to be refined as more results become available from the project. Depending on the results and the dissemination needs, shorter, more targeted dissemination plans should also be prepared.

In terms of the tools to be used as part of the outreach activities, these include policy briefs, surveys and the organisation of events.

