Reflection Workshop Guidelines

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1. Background

This guideline provides general information in order to inform and assist facilitator(s)[1] to prepare, organise and conduct the reflection workshop(s) in each case study. Following the exploration of the adaptation strategies and exemplary practices from the seven case studies in the C5a project, the Case Study Leads (CSLs) will conduct reflection workshop(s) within the scope of Work Package 4. This reflection workshop is an integral part of the development of the Cloud-to-Coast (C2C) approach, since the outcomes from the workshop will help co-create the C2C approach and will therefore serve as an input to the Work Package 3.

2. Objectives of the workshop

The overarching goal of the reflection workshop(s) is to analyse and evaluate the relevance and applicability of the C2C concept note and/or approach[2] from the practitioners' perspectives (C5a Action Plan, 2019). During the workshop(s), facilitator(s) are expected to identify challenges, develop dialogues, conduct evaluation, and foster collaboration with different stakeholders in the case study. We understand that CSLs will need to take several preparatory steps, such as meetings, before conducting the workshop(s) with their stakeholders in order to develop and build consensus over the case study. These preparatory meetings should take place before the reflection workshop(s).

The key objectives of the reflection workshop(s) that should be achieved are:

1. To develop a common understanding and reach collective consensus among stakeholders on the case study and the C2C related challenges.
2. For building batch, to evaluate and examine how the concept note of C2C can be applied to the case study in order to further develop it into a fully-fledged C2C approach.
3. For testing batch, to analyse and evaluate the C2C approach based on its relevance and applicability to the case study, including from the perspective of adaptation pathways and socio-ecological resilience.
4. To develop and assess the indicators of the C5a project results[3], which should be conducted at project level by CSLs and facilitators.

It is understood that each case study will have its own maturity level (refer to CGM3 Meeting in Esens, 2019). Maturity level is defined by how ready a case study is to be initiated in each context, which categorised into two streams: building batch and testing batch. Furthermore, depending on the complexity of each case study, CSLs will have to decide individually on how many reflection workshop(s) that they need to conduct as well as the specific objectives of each workshop. The Work Package 4 team will closely interact and coordinate with each CSLs during the development of the

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[1] Facilitator(s) is a person or a group of persons who helps 'making things easy' by guiding the participants of the workshop to share ideas, opinions, experiences and expertise towards achieving a common goal and/or agreeable action plan. Facilitator(s) could be the case study leaders (CSLs) or someone else appointed.
[2] We distinguish these two products, C2C concept note and C2C approach, in order to facilitate different roles at different stages of the two batches of the case study, between building batch and testing batch.
[3] Please refer to Table 1 Expected project results in the C5a Action Plan V0.1 on page 6-7.

case study and the application of C2C concept note and/or approach to each case study. During the workshop(s), Work Package 3 and 4 team will participate in one of the workshops.

As discussed in the CGM3 Meeting in Esens, case studies are divided into two general batches:

a) *Building batch*: Cases that are mature enough which will help to evaluate the C2C concept note and build the C2C approach, which include Vlaamse Milieumaatschappij (BE), Rijkswaterstaat – Dordrecht (NL), and Länsstyrelsen Värmland (SE).

b) *Testing batch*: Cases that are not mature yet which will help to test the C2C approach, , which include Niedersächsischer Landesbetrieb für Wasserwirtschaft, Küsten- und Naturschutz (DE), Ringkøbing (DK), Provincie Drenthe (NL), and Kent County Council (UK).

The general expected outcomes from the workshop(s) should include: (1) Assessment of C5a towards the relevance and applicability of the C2C concept note and/or C2C approach; and (2) Assessment of project level indicators. Specifically, the connection between workshop objectives and its key outputs is outlined in Table 1 below. If some key outputs have been discussed prior to the workshop(s) or during the preparatory meetings, the facilitator(s) and CSLs can use the workshop(s) to present the outputs and evaluate them with inputs from the participants. All outputs should be incorporated in the workshop report.

Table 1. Objectives and Outputs

No	Workshop objectives	Key outputs
1	To develop a common understanding and reach collective consensus among stakeholders on the case study and the C2C related challenges.	Summary profile of case study that will include: - What are the objectives. - Who are the stakeholders, including case study/project holder and other partners. - What is the roles of different stakeholders. - What is the period of the case study. - Boundaries of your case study. - Milestones of implementation of the case study. - What are the expected impacts. - Who are the key beneficiaries. - Opportunity and challenges of the case study. - Communication and engagement strategies. - Evaluation of the balance between practicality and ambitions of the case study.
2	For building batch, to evaluate and examine how the concept note of C2C can be applied to the case study in order to further develop it into a fully-fledged C2C approach.	Evaluation sheet of the relevance and applicability of C2C concept note in the case study that will include: - Inputs for the development of the C2C approach (a template will be available prior to the reflection workshop(s)).
3	For testing batch, to analyse and evaluate the C2C approach based on its relevance and applicability to the case study, including from the perspective of adaptation pathways and socio-ecological resilience.	Evaluation sheet of the relevance and applicability of C2C approach in the case study that will include: - What will you do differently using the C2C approach. - How will your emphasis in the case study, such as engagement with stakeholders, metric/indicators, change by implementing the C2C approach. - What knowledge do you gain from examining the C2C approach, such as can it be understood clearly, does it mean anything in your context, do you find any connection in your case study.

4	To develop and assess the indicators of C5a project results[4], which should be conducted at project level by CSLs and facilitators.	Indicators of project results[5] that will include: - Baseline, preferably before the workshop(s). - Desired indicators on multi-benefit approaches, higher cost-benefit ratio, and adaptation pathways. - Methods for measurement or quantification[6]. - Timeline for monitoring and evaluation[6].

5. Agenda setting and timeframe

The reflection workshop(s) should emphasise co-creation during all the process. In the project, co-creation is generally understood as mutual, iterative, and collaborative dialogues to discuss, develop and evaluate climate change adaptation towards a whole-of-system flood risk management. Co-creation is a central theme in the development of the C2C approach. In a broader sense, it shares a similar trait with other collaborative processes in climate adaptation and sustainability: risk dialogue (Kennisportaal Ruimtelijke Adaptatie, 2020), knowledge co-production (Norström et al, 2020), and shared learning dialogues (Reed et al, 2013). Ideally, for this purpose, the workshop(s) should encourage iterative learning, knowledge exchange, and foster collaboration in different decision-making levels: strategic, tactical and/or operational level. Moreover, the design and planning of the workshop(s) should accommodate issues arising in the given case study, for example siloes among organisations, cross boundaries jurisdictions, contesting responsibilities (Survey Analysis, 2020; CGM3 Meeting, 2019).

All case studies are expected to complete the reflection workshop(s) before the CGM5 Meeting in early November 2020. In terms of timing, case studies are divided into two general streams (see below), and the indicative months for reflection workshop(s) also available in Table 2:

c) *Building batch*: Cases that are mature enough which will help to evaluate the C2C concept note and build the C2C approach, therefore, workshops will take place between March to June 2020, which include Vlaamse Milieumaatschappij (BE), Rijkswaterstaat – Dordrecht (NL), and Länsstyrelsen Värmland (SE).

d) *Testing batch*: Cases that are not mature yet which will help to test the C2C approach, therefore, workshops will take place between September to November 2020, which include Niedersächsischer Landesbetrieb für Wasserwirtschaft, Küsten- und Naturschutz (DE), Ringkøbing (DK), Provincie Drenthe (NL), and Kent County Council (UK).

Table 2 Timeline of Reflection Workshops[7]

Case Study	Indicative Months									
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
1. VMM (BE)		███	███	███						
2. RWS – Dordrecht (NL)			███	███						
3. Länsstyrelsen Värmland (SE)	███							███	███	███
4. NLWKN (DE)								███		
5. Ringkøbing (DK)		███							███	
6. Provincie Drenthe (NL)								███	███	███

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[4] Please refer to Table 1 Expected project results in the C5a Action Plan V0.1 on page 6-7.

[5] Indicators of the project results from the proposal is available in Appendix 2.

[6] These key outputs should be discussed at project level by CSLs and facilitator(s), possibly as a follow-up after the workshop(s).

[7] This timeline is the outcome from the CGM3 Meeting in Esens, as soon as CSLs and facilitators know the dates of the proposed reflection workshops, can you please fill in here: http://bit.ly/ref-workshop-dates.

7. Kent County Council (UK)												

6. Methods and tools

There are general methods to guide your reflection workshop(s):

- The reflection workshop(s) should have clear objectives and expected outputs.
- Workshop structure should set up the stage for achieving the intended objectives.
- Workshop to be conducted in local languages, but report should be provided in English.
- Approximately invite 10-15 participants although it can vary between case studies. Please refer to your stakeholder mapping and, if available, communication strategy.
- Ensure representation and inclusivity. The workshop organiser should invite all interested parties and facilitate inclusive discussion and equal opportunity so that "no one left behind".
- Length of session; session(s) should vary depending on the agenda and number of participants, but often a workshop might include key discussion, mini-presentation and breakout session[8].
- Plan your time and activities carefully, but be prepared to be flexible to accommodate interest.
- Make sure that the discussion and its processes are captured, such as in photos or graphs.
- At the end of the workshop, revisit the initial goals and objectives, facilitate feedback/evaluation from the participants, and inform participants the follow-up or next steps actions.
- Facilitator(s) and CSLs are also encouraged to learn from other case studies workshop in the C5a Project in term of planning, organisation, and execution.

There are different tools available to facilitate brainstorming and trigger constructive discussions during reflection workshop(s). These tools are not intended to be strictly implemented and freely adjustable depending on each case study. Further guidance on these tools will be available upon request to the facilitator(s) and CSLs, and if required, rehearsals before the reflection workshop(s) could be conducted with support from Work Package 3 and Work Package 4 team.

- Diagnosis tools such as problem tree, fishbone diagram, mind-mapping.
- Building consensus tools such as open space, priority – problem matrix.
- Developing options tools such as visioning, round robin.
- Learning and critical thinking tools such as knowledge café, De'Bonos six thinking hats.

7. Logistics and preparation

As a general rule of thumb, these are different logistics and preparation that you need to prepare in advance of your workshop:

- Agenda and handout materials to be circulated to participants, if possible, before the event.
- Room layout should be conducive for an interactive workshop.
- Check the audio-visual, and other equipment that needed is available – prepare a back-up plan!
- Facilitator(s) could use A3 paper to collect graphs, sketch, timeline or maps when collecting inputs from the discussion – please make pictures if such inputs are collected.
- If useful, provide ''Parking Lot' flip chart and sticky notes to collect ideas.

8. Facilitator[9]

Facilitator(s) play a vital role in the workshop. Facilitators should consider co-creation during all process in the workshop. This means to generate active discussion and to brainstorm with the participants such as redirecting questions to the audience rather than answering directly, responding to answers and questions in an encouraging, non-judgemental, non-defensive manner as well as to build a vibrant environment for exchange and learning. Preferably, the facilitator(s) should be from someone(s) external to the case study, for example from a university or an independent consultant. Facilitator(s) should have good facilitation experience in order to create a neutral and trusted

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[8] Further guidance on organising these sessions will be available upon request, and if required, rehearsals before the reflection workshop(s) could be conducted.

[9] Facilitator(s) is a person or a group of persons who helps 'making things easy' by guiding the participants of the workshop to share ideas, opinions, experiences and expertise towards achieving a common goal and/or agreeable action plan. Facilitator(s) could be the case study leaders (CSLs) or someone else appointed.

position to all of the workshop participants. A dedicated person should be appointed as rapporteur (with good command of English) to take notes during the workshop, and after the event, in collaboration with facilitator(s) to prepare a report and circulate it to the workshop attendees.

9. What to prepare before and after the workshop
Below are different preparations that you need to consolidate before and after the workshop – please send these documents to Erwin and copy Stanford and Paul[10] for reporting. However, the Work Package 4 team will closely interact and coordinate with each CSLs and facilitator(s) with regards to the planning of reflection workshop(s) in order to align with the workshop objectives, activities as well as outcomes and outputs.
a) *Before* the workshop: workshop agenda including participants list, intended dates, logistics.
b) *After* the workshop: workshop report[11] including follow up actions and C2C evaluation.

10. Contact
If you have any questions regarding this guidelines or would like to discuss anything, please feel free to contact Erwin (email: e.nugraha@utwente.nl; office number: +31-53-489-9644, and mobile phone: +31-6-292-771-25).

References
Cluster for Cloud to Coast for Climate Change Adaptation (C5a). (2019). C5a Action Plan Interreg NSR VB: Working Version 0.1. Lelystad, Netherlands: C5a Project.

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Reed et al. (2013). "Shared learning" for building climate resilience – experiences from Asian cities. *Environment and Urbanization*, Volume 25(2): 393-412.

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[10] For your reference, these are our email addresses: e.nugraha@utwente.nl; stanford.wilson@rws.nl; paul.sayers@sayersandpartners.co.uk.
[11] Format of the workshop report is available in Appendix 1.

Appendix 1
Workshop Report Template

Maximum of 10 pages

1. Introduction
2. Key objectives
3. Processes/Methods
4. Key outcomes and outputs
5. Next steps/follow up

Appendix
Participant list
Photos of participants and workshop outputs

Appendix 2
Indicators of project results from the proposal

C.2.3 Project results

Indicator	Target	Unit	Definition
Increased number of multi-benefits (functions / services / outcomes) delivered	3	No. of additional functions of the targeted infrastructure / system	By counting the number of functions provided by the targeted infrastructure. Baseline for the current approach is set at 1 (mono functional infrastructure) and the result of the C2C approach is derived from the case study report.
Improving long-term risk reduction for less whole life investment	5	Benefit-Cost-Ratio (BCR) of the investment in flood protection, in percentages of increase	Through an assessment of the percentage improvement in the estimated whole life BCR with the C2C approach in comparison to the current BCR. Baseline is set before the workshop commences and the result is derived from the case study reports.
Increased adaptability of flood management approaches	3	No. of additional adaptation pathways available to the decision maker to choose from	Increased no. of adaptation pathways, i.e. a decision-making strategy that consists of a sequence of measures over time to achieve a set of pre-specified objectives under uncertain conditions, available to decision makers, before and after using C2C.