



Deliverable 3.1

Developing a roadmap

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ENJOI - Engagement and Journalism Innovation for Outstanding Open Science Communication

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REVISION HISTORY

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v1.1	25.06.2021	Entire consortium	Sharing, corrections, suggestions and edits
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QUALITY ASSURANCE

To ensure the quality and correctness of this deliverable, we arranged an internal review and validation process. The deliverable was drafted by the work package leader (formicablu). All partners contributed and reviewed the overall draft. Finally, the final version was submitted to the project coordinator for a final review and validation.

STATEMENT OF ORIGINALITY AND DISCLAIMER

This deliverable contains original, unpublished work except where clearly indicated otherwise. It builds upon the experience of the team and related work published on this topic. Acknowledgement of previously published material and others' work has been made through appropriate citation, quotation, or both.

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1. INTRODUCTION

The purpose of this document is to outline a methodology that ENJOI partners can use in order to build their national collaborative partnerships who will participate in the Engagement workshops. This roadmap and step-by-step guide is being created in close collaboration with ENJOI partners through a series of participatory workshops.

ENJOI (ENGagement and JOurnalism Innovation for Outstanding Open Science Communication) will explore and test engagement as a key asset of innovation in science communication distributed via media platforms, with a strong focus on journalism.

Through a combination of methodologies and in collaboration with producers, target users and stakeholders of science communication, ENJOI will co-create and select a set of standards, principles and indicators (SPIs) condensed to a Manifesto for an Outstanding Open Science Communication.

ENJOI will deploy a series of actions via Engagement Workshops, Labs, field and participatory research, evaluation and testing phases. It will also build an Observatory as its landmark product to make all results and outputs available to foster capacity building and collaboration of all actors in the field.

ENJOI's ultimate goal is that of improving science communication by making it more consistently reliable, truthful, open and engaging. Contextually, ENJOI will contribute to the active development of critical thinking, digital awareness and media literacy of all actors involved in the process.



2. WHAT ARE ENGAGEMENT WORKSHOPS

The Engagement Workshops (**EWs**) and the **Labs** are at the core of ENJOI's strategy to innovate science communication taking into account experiences, skills and knowledge distributed in different social and cultural groups. Researchers and practitioners of science communication will be involved at consultation, validation and co-creation stages. **ENJOI will incorporate an inclusive approach** (considering gender, age, socio-economic contexts, etc.) in all co-designed science communication Standards, Principles and Indicators. Effective collaborations, incentive dialogues and the creation of an environment for modular activities will be central to EWs. The developed methodologies will enable deep interactions that will empower the participants: we will consider sociological and cognitive evidence that show how important critical thinking is at the moment of fighting misinformation, the role of emotions and what are the mechanisms that make people blatantly believe in news headlines.

To take into account **local, geographical, linguistic and socio-economical differences**, the EWs will be organised in local languages in each country (Italy, Spain, Portugal and Belgium). The local dimension would greatly improve also the recognition of local/regional social, cultural and economic differences while granting a higher degree of inclusiveness. The focus on local dynamics and issues emerging from the EWs will also be useful **to compare the situation** of how science communication is produced and perceived in the different countries and to draw useful conclusions to be transferred at global level (other EU regions and countries and international level).



3. COLLABORATIVE PARTNERSHIPS: WHAT, WHY, HOW?

In order to run the EWs, **new collaborative partnerships** need to be established. These partnerships are going to be composed of **producers and consumers of science communication**. They will bring together a group of 8-15 people working in different aspects of science communication, with a good balance of practitioners and researchers. These people could be science and data journalists, communication and dissemination experts, citizen science practitioners, museum staff, media editors, cross-sectional experts, local activists; teachers and students and more.

The concept of the partnerships is based on the **Community of Practice (CoP)** approach to social learning. A community of practice (CoP) is a group of people who "share a concern or a passion for something they do and learn how to do it better as they interact regularly"¹

"Communities of practice are complex social structures, whose voluntary and self-governing nature makes them quite sensitive to subtle dynamics."

Etienne Wenger

Some of the success factors (and failures) for the CoP to work are the following:

1. Identification: Communities of practice thrive on social energy, which both derives from and creates identification. **Passion for the domain is key**. This makes the clear identification of the domain a critical success factor.
2. Leadership: A key success factor is **the dedication and skill of people who take the initiative** to nurture the community. Many communities fail, not because members have lost interest, but simply because nobody has the energy and time to take care of logistics and hold the space for the inquiry.
3. Time: Time is a challenge for most communities, whose members have to handle competing priorities. Theoretically, time should not be an issue if the interest is there, but practically it remains a constant challenge. Because time is at such a premium, a key principle of community cultivation is to **ensure "high value for time"** for all those who invest themselves.

¹ "Introduction to communities of practice - A brief overview of the concept and its uses". Etienne and Beverly Wenger-Trayner. Retrieved 13 June 2020.



4. KEY BARRIERS AND SOLUTIONS TO BUILDING PARTNERSHIPS

During a workshop with partners of the project, key barriers and solutions to building and sustaining partnerships emerged. The roadmap addresses these partnerships in **the tools and tips it proposes**. Below is the overview of main barriers and ideas for solutions.

- 1. Keeping partnerships engaged:** In many of the EU projects, meetings or workshops happen with quite a lot of time in between. So how do you keep your participants engaged, how do you keep the momentum going?
 - Invest energy in creating and nurturing the community spirit by making meetings informal, making sure people have a good time, building enough time for warm-ups and icebreakers
 - Even if nothing is happening on the project level, keep the interaction going by organising regular meet-ups, encouraging participant exchanges on an individual level. Keep them up to date with what is happening in the project and consider inviting external speakers to your meetings
 - Ask your participants what is the best way of receiving information for them, which channel and which rhythm they prefer
- 2. Incentives and motivation:** how do we incentivise and reward participants for their time and contributions?
 - Offering capacity building and training opportunities is likely to be one of the biggest incentives to participate. It's important to always keep this idea in mind for all the meetings you organise. Think what's in it for them.
 - Networking and connecting: stress the opportunity to create partnerships or synergies among participants and projects. Encourage both group interactions and also private exchanges amongst members of your group.
 - Offer recognition and visibility to your participants. These can be mentions on the website and LinkedIn, inclusion in the authorship of



papers and indicators

- The value of being part of the co-creation process, having your voice heard, creating a practical resource that can be useful in your work.

3. **Language and culture:** the challenge of finding a common language and terminology amongst participants as well as addressing cultural differences.

- Listening, evaluating and checking in with participants is important to make sure they feel engaged, represented and heard
- Including fun moments and warm-ups in workshops, especially online, can help break boundaries, align on cultural differences and create the right atmosphere
- Celebrating cultural differences can be an asset and an incentive in itself
- Avoid using abstract definitions and make sure everyone understands concepts in the same way. Use visuals, sketchnotes and icons to make the content less language dependent. Adapt the messages, but don't over simplify them.
- In multilingual contexts, make sure everyone is comfortable expressing themselves in their own language, it should be the facilitator's role to translate and manage multilingual groups.

4. **Going beyond the same old faces:** How do we reach out to new contacts?

- Taking the stakeholder mapping exercises seriously and going through the effort of completing them with your teams is crucial. This will help you identify new stakeholders or remind you of those who might be forgotten.



5. HOW TO BUILD A PARTNERSHIP: STEP BY STEP

Five key steps on the roadmap were identified by which ENJOI partners can engage their collaborative partnerships:

- Gaining internal buy-in (Week 1)
- Stakeholder mapping (Week 2)
- Stakeholder prioritisation (Week 3)
- Reaching out (Weeks 4-6)
- Collaborative partnership kick-off (Week 8)

The process suggested in this document runs for around 8 weeks. This means that partners should start building their partnership 8 weeks in advance of the EWs. It starts with the first internal meetings and ends with a first introductory meeting of the partnership. It can be done in a shorter timeframe if needed.

In person or online?

All ENJOI co-creation meetings and workshops should ideally be held in person, but can be held online if required. The following good practice recommendations apply:

- **Do not mix** online and in-person participation for this meeting. If essential participants can only join online, move the meeting online.
- Online meetings should be **no longer than 2 hours** in length, with at least one obligatory five-minute break if over 1.5 hours.
- Online meetings must include at least 10 minutes at the start for a warm-up activity to encourage participation and to ensure participants are at ease.
- Presentations should be kept to a maximum of 10 minutes online. Ensure an opportunity for participation at least every 10 minutes.
- Resources for facilitating online meetings and workshops can be found here:

www.iaf-world.org/site/pages/making-virtual-facilitation-success#resources



5.1 Gaining internal buy-in

Within their organisations, ENJOI partners will hold a first internal launch meeting to discuss the collaborative partnerships. The objectives of this launch meeting are:

- To engage staff in the project, beyond the individuals working directly on ENJOI
- To align on the goals of the ENJOI collaborative partnerships
- To reflect on how the organisation as a whole can benefit from the work on ENJOI

All team members should be invited, plus any regular collaborators that support your organisation in its mission whose work has a particular relevance to ENJOI.

Suggested slides for this meeting are included for you to adapt to your local language and context.

Time frame: 60 minutes

Group size: 10-25 people

Resources: [Slides](#), [Jamboard](#) for Brainstorms (if running meeting online)

Suggested internal launch meeting agenda:

- Welcome from a senior staff member
- Short participatory warm-up to encourage engagement and focus people's thoughts on standards in science communication
- Presentation of ENJOI objectives, the goals of the collaborative partnerships and the role of your organisation
- Q&A to clarify ENJOI objectives
- Brainstorm 1: what are the strengths of our organisation in helping to meet these objectives? (use post-its, markers and large sheets of paper)
- Open discussion
- Brainstorm 2: how can the ENJOI project help our organisation achieve its goals? (use post-its, markers and large sheets of paper)
- Open discussion
- Wrap-up and close

5.2 Stakeholder mapping

The aim of the stakeholder mapping is to identify individuals that have a stake in the issue



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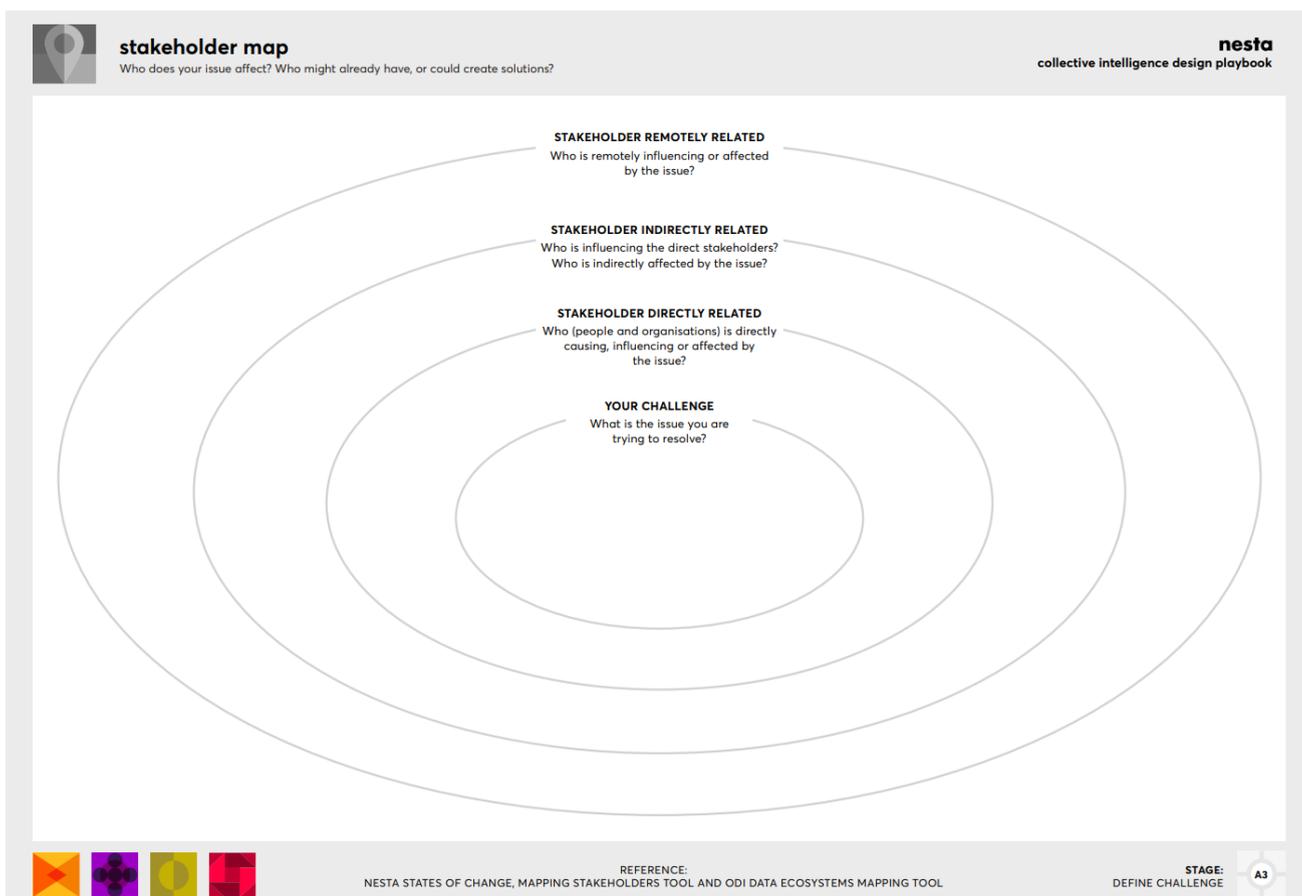
of standards in science communication and science journalism: who influences them, directly or indirectly, who is affected by them and how these actors are related.

This can be done through a short workshop plus some follow-up. Participants in the workshop should be a smaller group with a similar profile to those of your internal launch meeting. Again, it should be held in person, but can be held online if required. It is preferable not to mix online and in-person participation for this workshop (see *In-person or Online?* above). Online tools to facilitate this type of workshop can include Padlet, Miro, Mural, Google Slides and Jamboard.

Time frame: 60 minutes

Group size: 3-8 people

Resources: [Online mapping template](#) (if running this workshop online)



Source: [Nesta Collective Intelligence Playbook](#), 2019



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Steps:

- Welcome participants, explain the objectives and run a short warm-up to get them ready to participate on the topic.
- Present the stakeholder map (print it or draw it on a large sheet of paper, at least A3 size). Starting at the centre, answer ‘What is the issue you are trying to resolve?’ with “Co-defining outstanding open science communication”.
- Move to the next question and get people to call out answers as you capture responses on post-its.
- Keep working your way out spending 5 - 10 minutes on each question.
- Draw connections between your stakeholders using arrows to show the flow of value, resources, data, knowledge, influence between them. This will help you to see the relationships as a whole.

5.3 Stakeholder prioritisation

The aim of the stakeholder prioritisation exercise is to make use of your mapping to identify actors that are best placed to contribute to the collaborative partnerships. It should be performed by the same group as the stakeholder mapping but it can be interesting to bring in the perspectives of other colleagues and close collaborators depending on availability as well. Again, it should be held in person, but can be held online if required. It is preferable not to mix online and in-person participation for this workshop (see *In-person or Online?* above).

Time frame: 60 minutes

Group size: 3-8 people

Resources: [Online prioritisation template](#), [Barriers-incentives table](#), [contact details table](#)

Steps:

- Welcome participants, explain the objectives and run a short warm-up to get them ready to participate on the topic.
- Present the role of the collaborative partnership: to collectively define outstanding open science communication. Open a short discussion about what will make a good member of the partnership, and what will make a balanced group.
- Present the outcomes of the stakeholder mapping exercise.
- Which of these stakeholders are best placed to support us in co-defining outstanding open science communication? Hand out a limited number of sticky dots per person and instruct them to put dots on the highest priority stakeholders in their view.



Adjust the number of dots per person according to the number of stakeholders identified and aim for around a third - for example, if you have identified 30 stakeholders, give around 10 dots per person.

- Look at the outcomes as a group. How many of the highest prioritised groups should be included in the partnership? Are you happy with the mix of stakeholders you have prioritised? Who should be included to ensure a balanced group for co-creation?
- Discuss and finalise your priority groups: you should aim for around five to six profiles. Some groups can be clustered under one profile.

Note: if you are running this workshop online, see [Padlet](#) template link above. It is just an example, but needs to be adapted to your situation. Make posts representing different stakeholders from the previous exercise and get people to vote on them. When introducing instructions, make sure it's clear that people have a limited number of votes.

Priority group	Main barriers to participation	Possible incentives	Key messages

- For each of the priority groups, discuss and note the barriers that each of them could face in participating in ENJOI co-creation workshops. What might your organisation be able to offer in exchange, which could incentivise them? What key messages would appeal to them? This discussion can be done in smaller groups.
- Present the results to the group.
- Set as a follow-up task for participants to identify key individuals in your country that could be contacted to participate in the partnership under each of the stakeholder categories. These could be existing contacts or indirect contacts. For indirect contacts, encourage participants to note a "reference contact" - someone they know that could help us get in touch with this person. Give participants a week's deadline to fill in their contact forms using the template below.

Priority group	Contact name	Contact details (email, phone etc)	Internal contact within your organisation	Reference contact (if not a direct contact)



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5.4 Reaching out

From the lists of potential stakeholders supplied by your colleagues from the stakeholder prioritisation exercise, draw up shortlists for each of the stakeholder groups. These shortlists should be designed to ensure:

- High levels of expertise and insight on the topic
- High levels of interest and enthusiasm on the topic
- A diverse range of perspectives on the topic
- A balance of theorists and practitioners
- A balanced representation of gender
- A diverse range of cultural backgrounds

Aim to have at least six contacts in your shortlists for each of your 5-6 priority profiles. For profiles where you have insufficient shortlisted contacts, get in touch with local or national organisations that can help provide the relevant contacts. Conduct desk research to identify possible participants.

Make a phone call to the first three in each of the priority group shortlists. This should be a brief call to:

- introduce yourself
- introduce ENJOI
- highlight the added value of participating in ENJOI for this person as defined in your discussion
 - the value of being part of an expert multi-stakeholder group
 - the chance to have their views taken on board and help to shape their field
 - the value of participating in training opportunities
- ask if you can send them more information about getting involved.

If the person is unavailable, leave a message and follow up by email. Also ask the colleague that suggested this contact (or the reference contact they suggested) if they can contact this person to let them know you've emailed.



Adapt the supplied email template for shortlisted participants and send to the first three in each of the priority group shortlists that you have contacted by phone. Give a week's deadline for them to respond and take into account any out-of-office you might receive.

Aim to establish a final group of three participants per stakeholder profile, with a balance of gender and cultural backgrounds, to form the founding members of the collaborative partnership and attend the kick-off workshop. The resulting group should be between 10 and 18 participants total.

Resources: [Email template](#)

5.5 Collaborative partnership kick-off

This will be the first meeting for your freshly-established collaborative partnership. The objectives are:

- To introduce participants to each other, make connections between the members of the new partnership and make space for them to share their stories;
- To set a framework for cooperation where participants feel at ease to contribute, where all voices are valued equally, regardless of stakeholder profile, and where diversity is a strength to power the group's co-creation activities;
- To introduce the role of the collaborative partnership in the ENJOI project;
- To incentivise participants to play an active role in the co-creation process.
- To introduce the inception report of SPIs

As with all the ENJOI co-creation workshops, it should be held in person, but can be held online if required. It is a requirement not to mix online and in-person participation for this workshop (see *In-person or Online?* above).

Time frame: 120 minutes plus break time

Group size: 8-15 people plus host participants

Steps:

- Welcome participants, run through the agenda and practical points, explain the objectives of the kick-off workshop and run a short warm-up to get them ready to



participate. (5 minutes)

- **Icebreaker 1 (option 1): my photo story.** Invite all participants in advance to bring a photo along that is meaningful to them - it can be a memory, a place, a person or a pet. It should be connected with their personal lives, not their work. (35 minutes total)
 - Split participants into groups of three, mixing up profiles and people who know each other.
 - Give participants 15 minutes total for all three to introduce themselves using their photo. Each person has five minutes to tell their story. Participants should stay off the topic of work.
 - Come back together as a group and ask everyone to present what they learned about one person from their group briefly, in one minute maximum.

- **Icebreaker 1 (option 2): network of skills.** Ask everyone to write on 2 post-its: something that they would like to learn (work related or hobby) and something they can teach another person (even if they are not very good at it). Again it can be personal or professional.
 - Then the first person shares their two post-its and you ask everyone: is anyone able to teach them the skill/activity they want to learn? Or is anyone wishing to learn what they have to offer?
 - Usually you will have someone who says yes to one of the two things, and that new person can then share their 2 post-its
 - We use a wool thread to go from one person to the next, so that at the end, we have a wool network with everyone holding onto it. It shows how we can all learn from each other.
 - As a facilitator, you write two post-its for, but don't start. If there is a gap (no one wants to share or learn from a participant), then you fix it by saying "I'd love to learn that!" and entering the network

- **Presenting ENJOI, the role of the group and the expectations of participants** (10 minutes plus 5 minutes Q&A)
- **Break** (5 minutes if online, otherwise up to half an hour. Consider integrating an activity related to your organisation - a visit for example.)
- **Icebreaker 2: the object that sums up my work (optional in case you can have a longer workshop).** Invite all participants in advance to bring an object along that represents the work they do. (35 minutes total)



- In new mixed groups of three, give participants 15 minutes total for all three to introduce themselves using their object. Each person has five minutes to summarise their work related to science communication.
- Come back together as a group and ask everyone to present one person from their group in terms of their work, in one minute maximum.
- **A framework for co-creation** (20 minutes total). Take five minutes to present the suggested ground rules for co-creation and the tools that you propose to use for the group to remain in contact during the co-creation process.
- Give everyone five minutes to note down their feedback and ideas on sticky notes. Use one colour for notes on the ground rules and another colour for notes on the tools.
- Open a discussion about the feedback and agree on how it could be integrated.
- **Wrap-up and next steps** (5 minutes.) Thank your participants and agree on the details of the next meeting.

