

A POLICY-FACING WEBINAR-TO-ACTION SERIES

From Mapping *to Impact*

Research, Policy & Knowledge Translation

"From scientific knowledge to policy relevance, regulatory usability, and societal uptake."

Theo Zacharis

Concept & Framework Design

Greek Scientists Society



For COST Action Stakeholder Teams

The Problem We Keep Repeating

Stakeholder engagement that ends in archives, not decisions.

OLD MODEL

Engagement as event



Outputs accumulate.

They rarely insert themselves into decision channels.

NEW MODEL

Engagement as architecture



A sequenced pathway.

From founding mapping to institutional embedding and post-Action continuity.

Introduction A New Strategic Approach - From MoU to Legacy

An Alternative Approach: Top-Down Sustainability Thinking



1. The formal outputs defined in the Action's Memorandum of Understanding serve as the starting point for identifying opportunities with long-term relevance and application.
2. Key stakeholder groups are mapped based on their potential to adopt, scale, or influence the use of selected deliverables, using a Quadruple Helix lens to ensure systemic engagement.
3. Strategic use paths are co-developed, supported by targeted activities—such as dissemination, piloting, standardisation, policy recommendations or capacity-building—to enable real-world uptake and integration.
4. Promising deliverables are matched with sustainability mechanisms, ownership models, and future funding pathways to ensure continuity and measurable impact beyond the Action's lifetime.



The Analytical Toolkit

Six instruments for moving from identification to strategic positioning.



Stakeholder Analysis Matrix

Evaluate stakeholders by interest, influence, power, and support — to prioritise engagement.



Power-Interest Grid

Plot stakeholders by interest in the project and power to influence it. Identify who needs attention.



SWOT Analysis

Assess Strengths, Weaknesses, Opportunities, and Threats that stakeholders bring to the work.



Salience Model

Classify by power, legitimacy, and urgency — to understand who must be given priority and when.



Influence-Impact Grid

Assess stakeholders by influence over the project and the impact the project has on them.



Engagement Assessment Matrix

Compare current vs. desired level of engagement for each stakeholder — to plan the gap.

An Example • EELSUPPORT (CA22134)

Stakeholder analysis structured across three working tabs — mapping → criticality → action.

STAKEHOLDER GROUPS

Tab 1 • Stakeholder Groups Analysis

Grp	Stakeholder Group	Type	WG / MoU Relevance	Influence	D-Crit.	WG	Priority
1	EU & international policy actors	Regulatory & policy	WG4 MoU Sec.3	90	Yes	WG4	Yes
1	EU & international policy actors	Regulatory & policy	WG4 MoU Sec.3	85	Yes	WG4	Yes
1	EU & international policy actors	Regulatory & policy	WG4 MoU Sec.3	78	Yes	WG4	Yes
2	Fisheries & aquaculture governa...	Sector governance	WG4 MoU Sec.2.3	92	Yes	WG4	Yes
2	Fisheries & aquaculture governa...	Sector governance	WG4 MoU Sec.2.2.2	80	Yes	WG4	Yes
2	Fisheries & aquaculture governa...	Sector governance	WG4 MoU Sec.3	72	No	WG4	No
3	Eel aquaculture industry	Business & operations	WG1 - WG2 - WG3 - WG4 MoU Sec...	91	Yes	All WGs	Yes
3	Eel aquaculture industry	Business & operations	WG2 - WG3 - WG4 MoU Sec.2.2.2	85	Yes	WG2 - WG3 - WG4	Yes
3	Eel aquaculture industry	Business & operations	WG4 MoU Sec.3	76	No	WG4	No
4	Fish feed industry	Business & operations	WG3 - WG4 MoU Sec.2.2.2	82	Yes	WG3 - WG4	Yes

Influence-scored mapping across various categories, each tied to WGs and MoU sections.

D - CRITICAL STAKEHOLDERS

Tab 2 • D-Critical Stakeholders

Stakeholder Group	Type	Entity / Organisation...	Why D-Critical	WG / MoU	Recommended Action	Time...
EU & international pol...	Regulatory & poli...	European Commission - DG ...	Essential for translating DS-DT rev...	WG4 MoU Sec.3	Begin scoping contact in Y3. Map...	Y3/Y4
Fisheries & aquacultur...	Sector governance	ERAC / ICES / GFCM WGEEL	Named in the MoU as the primary sci...	WG4 MoU Sec.3.2.2	In Y3, confirm WGEEL meeting sch...	Y3/Y4
Fisheries & aquacultur...	Sector governance	Eel Stewardship Associati...	Explicitly cited in the MoU as the ...	WG4 MoU Sec.2.2.2	Plan the ESA stakeholder worksho...	Y3/Y4
Eel aquaculture indust...	Business & operat...	European eel aquaculture ...	Protocol validation by producers is...	WG1 - WG2 - WG3 ...	Convene a producer validation se...	Y3/Y4
Fish feed industry	Business & operat...	Fish feed manufacturers (...)	D4 (hatchery protocol) cannot be fi...	WG3 - WG4 MoU Se...	In Y3, formalise collaboration w...	Y3
Biotechnology & reprodu...	Research & indust...	Recombinant gonadotropin ...	Recombinant hormones are central to...	WG2 MoU Sec.1.2	Confirm hormone supply arrange...	Y3
European eel research ...	Research & academ...	Three groups with continu...	These groups generate the primary p...	WG2 - WG3 MoU Se...	Coordinate data-sharing across t...	Y3/Y4
International research...	Research & academ...	Japanese eel research gro...	Japan's closed A. japonica cycle is...	All WGs MoU Sec...	In Y3, identify the specific pro...	Y3

Named entities essential to specific deliverables, with recommended Y3-Y4 actions.

ROUND ROBIN PROGRAMME

Tab 3 • Round Robin Programme

Rd	Status	Focus	Core Question	Who's in the Room	Output	Lead WGs	Timing
1	COMPLETED (Y1)	Bottleneck prioritisa...	Which of the three biological li...	WG1, WG2 and WG3 leads; one Eur...	Agreed bottleneck prioritisa...	WG1 - WG2 - WG3	W1-W6
2	COMPLETED (Y1)	Broodstock condition...	What is known across national p...	WG3 researchers; broodstock-ric...	M1.1 delivered; state-of-the...	WG1	W6-M12
3	COMPLETED (Y1-Y2)	Maturation and gamete ...	What protocols for hormonal sti...	WG2 researchers; recombinant po...	M2.1 delivered; state-of-the...	WG2	W6-M12
4	COMPLETED (Y1-Y2)	Larval rearing - state...	What is the current state of fa...	WG3 researchers; fish feed manu...	M3.1 delivered; state-of-the...	WG3	W6-M12
5	ACTIVE (Y3)	Protocol optimisation ...	Which modifications to broodsto...	WG1 and WG2 leads; three core E...	M1.2 and M2.2 milestones fi...	WG1 - WG2	M25-M30 (NOW)
6	ACTIVE (Y3)	Hatchery and larval d...	Which tank designs, water quali...	WG3 researchers; fish feed indu...	M3.2 milestone: filled knowle...	WG3	M25-M30 (NOW)
7	PRIORITY (Y3-Y4)	Stakeholder validation...	Are the emerging protocols real...	Eel aquaculture producers; ESA ...	Validated protocol feasibility...	WG4 - WG1 - WG2 - WG3	M36-M36
8	UPCOMING (Y4)	Review paper co-devel...	What are the three most policy...	WG4 lead; WG1, WG3 leads; WGEEL...	Defined content for DS, DS a...	WG4	M36-M42

Sequenced engagement rounds — completed, active, priority, upcoming.

Identification → Criticality → Action. Three tabs that turn a stakeholder list into a deliverable-driven engagement plan.

The Objective Is Not Participation

“ *Structured co-development,
policy translation,
and long-term legacy.* ”



From dialogue to direction

Every interaction ends in a defined deliverable, not a generic discussion.



From outputs to channels

Co-developed products are placed into the decision channels they were built for.

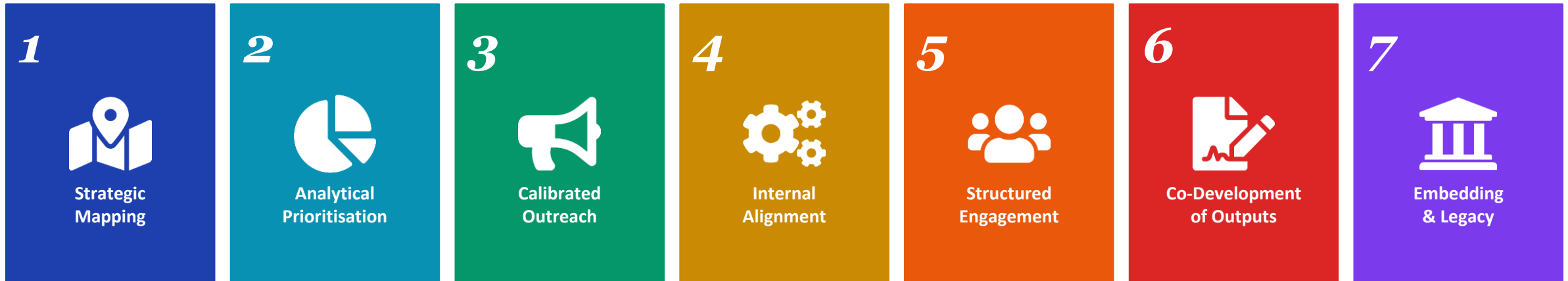


From projects to legacy

Continuity is anchored through PASPs, advisory mechanisms, and follow-up grants.

A Sequenced Architecture

Seven steps. Each with a defined output that feeds the next.



➔ **From identification → to insertion.** Each step closes with a deliverable: prioritised matrix, sequenced outreach, validated framing, agreed roadmap, defined product, finalised brief, institutional channel.

Steps 1–3 · From Identification to Positioning

Mapping is not a list. It is a strategic instrument.

1 Strategic Mapping

Identify by policy domain, regulatory relevance, level of governance, and alignment potential — across DGs, agencies, standards bodies, advisory mechanisms, industry, civil society, research networks.

OUTPUT Prioritised stakeholder matrix + defined engagement objective

2 Analytical Prioritisation

Move from identification to strategic positioning: Influence-Interest matrices, Power-Legitimacy-Urgency, regulatory pathway mapping, policy window identification, value-exchange assessment.

OUTPUT Prioritised engagement tiers + defined positioning narrative

3 Calibrated Outreach

Outreach is not invitation but calibrated positioning: tailored briefing package, clear problem framing, stakeholder-specific messaging, and a defined ask. Different tiers, different approaches.

OUTPUT Confirmed initial participation + validated problem framing

Steps 4–5 · Alignment & Structured Engagement

Internal clarity prevents external dilution.

4 Internal Governance Alignment

Define the level of ambition before the network speaks publicly.

Inform

Influence

Co-develop

Institutionalise

Internal questions, answered first:

- What level of ambition?
- Which domain is prioritised?
- What format fits the objective?
- Who leads, drafts, communicates, sustains?

5 Structured External Engagement

Not broad consultation. Structured validation that ends in a decision.

1

Strategic framing — issue, scope, expected outcome

2

Thematic breakouts — focused questions, not open debate

3

Barrier & opportunity mapping — what is realistically changeable

4

Convergence session — agree priority, define next product, identify drafters

Steps 6–7 • Co-Development & Embedding

This is where dialogue becomes impact — and impact becomes legacy.

6

Co-Development of Policy Outputs

A small drafting group of 5–8 committed actors. Three to six months. One concrete output. **Co-authorship builds ownership.**

Policy Brief

Regulatory Roadmap

Consultation Submission

Standards Proposal

Position Paper

Implementation Guidance

OUTPUT Finalised policy product, dissemination plan, identified institutional entry points

7

Institutional Embedding & Legacy

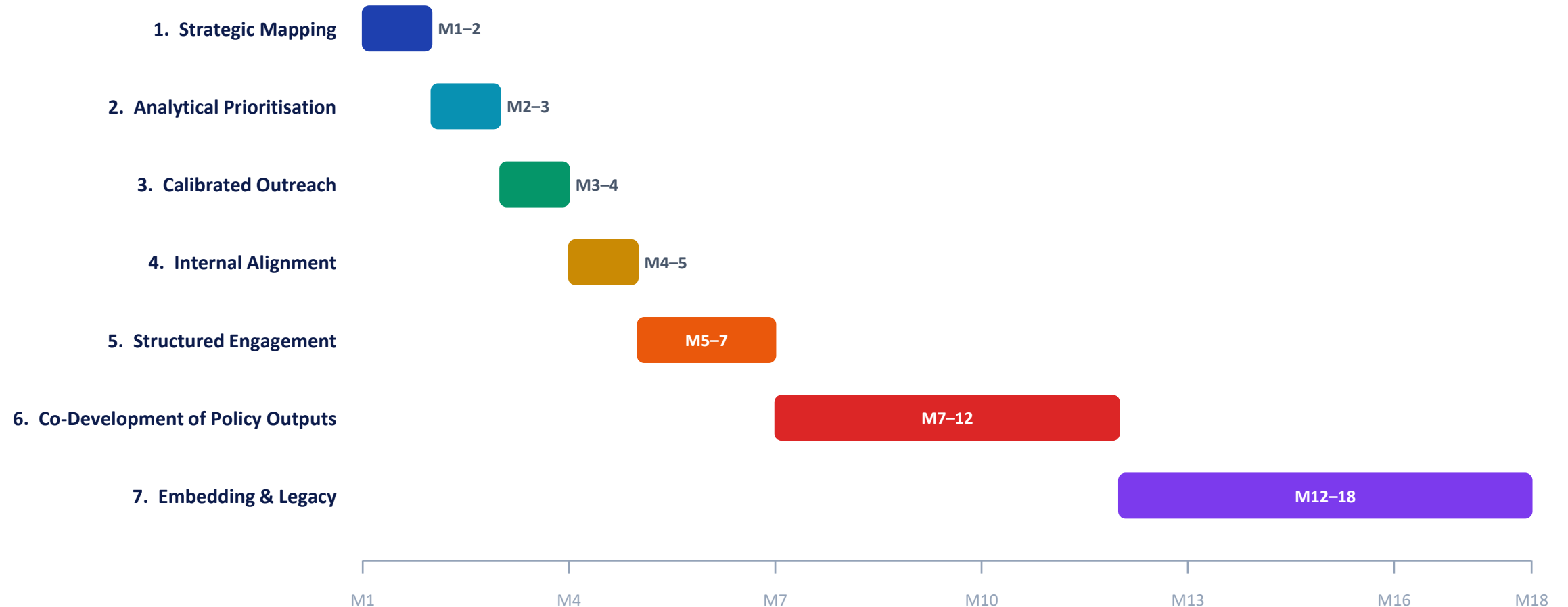
Insertion into decision channels — not symbolic visibility.

- ✓ Targeted impact event — Brussels, co-hosted with a stakeholder
- ✓ Direct presentation to relevant DG, agency, or authority
- ✓ Submission to consultation processes; briefings to policymakers
- ✓ Light advisory mechanism + integration into next Grant Period
- ✓ Post-Action Sustainability Project (PASP) as long-term anchor

From temporary engagement to recognised, recurring policy interface.

A 12–18 Month Cycle

Adapt to COST Action grant period, working groups, and policy ambitions.



From Framework to *Series*

A policy-facing webinar-to-action series, hosted on the GSS event platform.

Positioning

The webinars
create the shared frame.

The applied formats
create the stakeholder engagement.

The follow-up outputs
create the policy value.

Thematic anchors of the series



Evidence Synthesis
for better policy decisions



Regulatory Science
research-to-regulation interface



Open Science & Data
trusted knowledge for policy use



Innovation Pathways
real-world uptake and implementation



Science Diplomacy
strategic foresight and legacy building

AN INVITATION TO COST ACTION STAKEHOLDER TEAMS

Co-organise a session.
Co-shape a policy product.
Co-build a recurring policy interface.



Patronage & opening remarks



Thematic participation as use case



Co-development of policy outputs

Theo Zacharis

Greek Scientists Society · *From Mapping to Impact*

