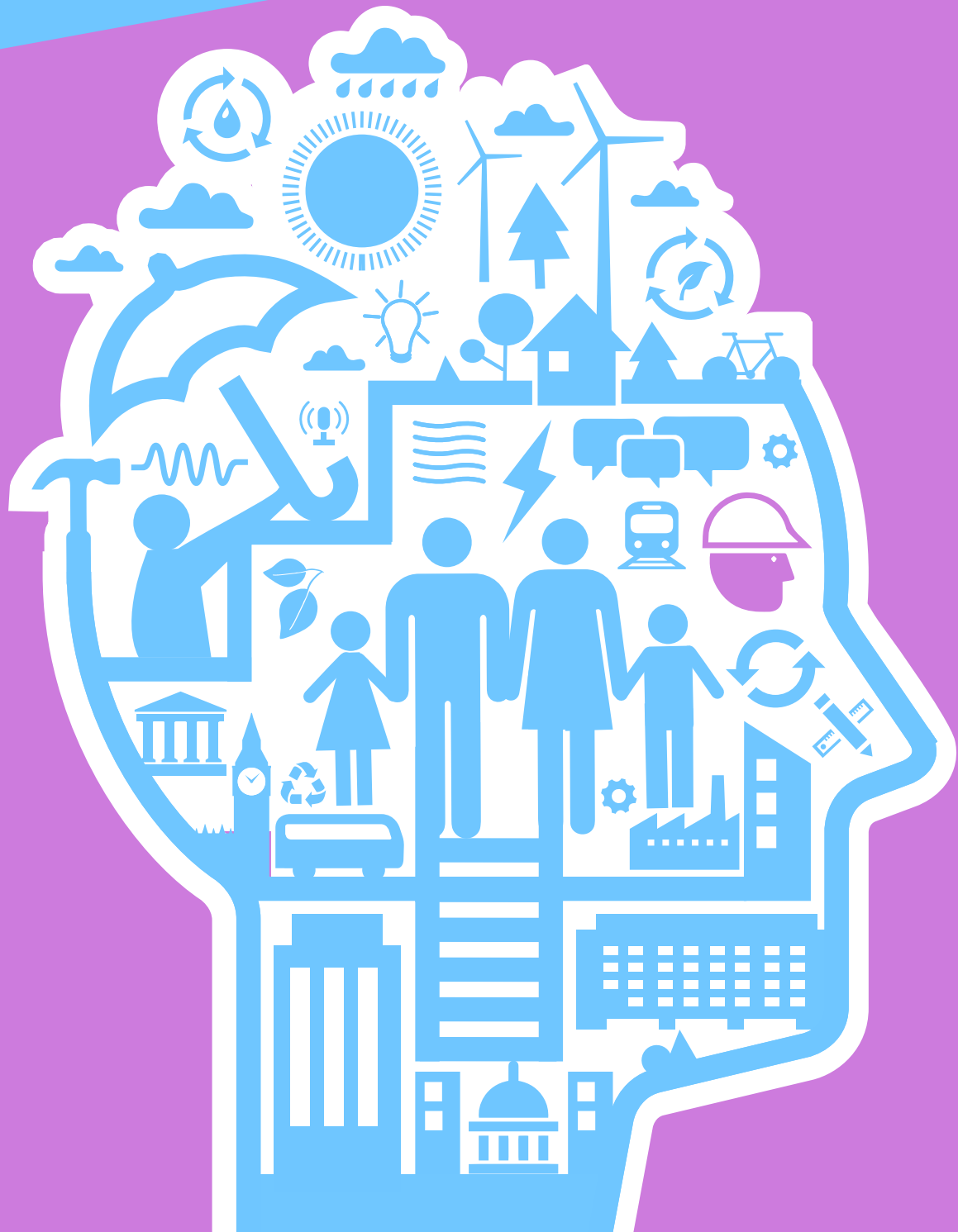
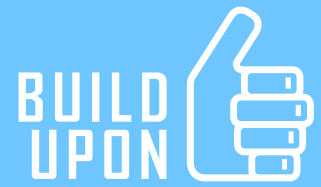


IMAGINE A BUILT ENVIRONMENT  
THAT ENABLES A HIGH QUALITY  
OF LIFE FOR ALL



Funded by the Horizon  
2020 Programme of  
the European Union

EUROPE REGIONAL  
NETWORK



WORLD  
GREEN  
BUILDING  
COUNCIL

## WHAT COMMUNITIES DO YOU BELONG TO?

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Take a moment to ask yourself the question: *what communities do I belong to?*

The sort of things that might come to mind are your local community, a sports club, your family, the local school, a faith community or perhaps your workplace.

What binds together the many diverse people in the communities we belong to is **their common interests and values.**



## OUR COMMON INTEREST: THE PLACES WE COME TOGETHER

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Central to most communities are **the places where they come together.** The places we live, work, learn and play are fundamental to our quality of life, and the strength of our communities.

Now ask yourself another question: *do my home, office, schools and other buildings in my community all ensure the highest quality of life possible?* The highest level of comfort for your family, the most productive work environment for your team, the best learning environment for your children.

For our organisations, our community is the 'built environment', and our common interest is in ensuring it provides a high quality of life for all. **We believe that our buildings can be better than they are today.**

**We want you to join us** in realising their full potential: to be places that nurture and protect families, places that enable businesses to achieve extraordinary results, places that connect our communities – **places that make us great.**



- ◆ AUSTRIA ◆ BELGIUM ◆ BULGARIA ◆ CROATIA
- ◆ CYPRUS ◆ CZECH REPUBLIC ◆ DENMARK
- ◆ ESTONIA ◆ FINLAND ◆ FRANCE ◆ GERMANY
- ◆ GREECE ◆ HUNGARY ◆ IRELAND ◆ ITALY
- ◆ LATVIA ◆ LITHUANIA ◆ LUXEMBOURG ◆ MALTA
- ◆ NETHERLANDS ◆ POLAND ◆ PORTUGAL
- ◆ ROMANIA ◆ SLOVAKIA ◆ SLOVENIA ◆ SPAIN
- ◆ SWEDEN ◆ TURKEY ◆ UNITED KINGDOM

# Co-Creating Europe's National Renovation Strategies

## THE BUILD UPON INITIATIVE

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BUILD UPON aims to build a community: a place for us to come together. Our mission is to work with you to co-create ambitious national strategies to improve our existing buildings; your community spaces.

Our specific interest in BUILD UPON is lowering the amount of energy used by our buildings; to make them perform better environmentally and cost less to run. However, we realise that **this is a part of a much bigger story – one in which we all have a role.**

To create a built environment that ensures a high quality of life for all European citizens will require a **renovation revolution** – to help our buildings become the best they can be for the people and the communities they serve.

To make that happen will mean bringing together a huge range of diverse actors who each have a unique part to play, and who each stand to benefit from playing that part: we call them the **'stakeholders'**.

## THE STAKEHOLDERS: WHO DOES RENOVATION BENEFIT?

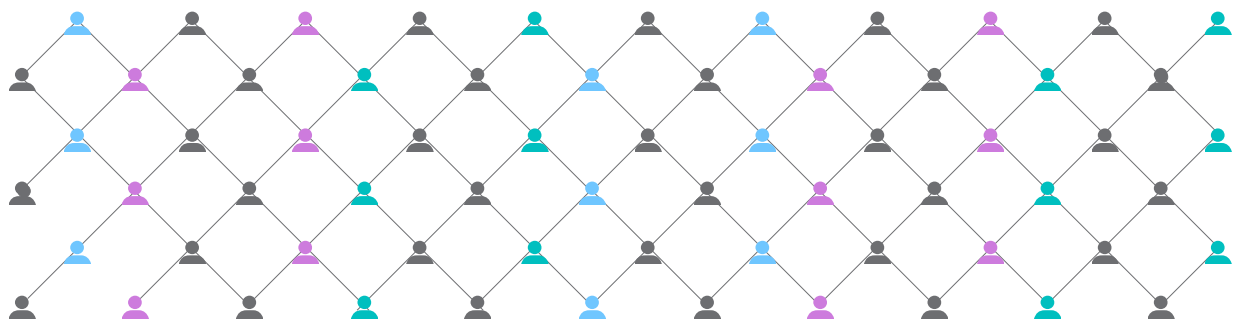
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From people and businesses that benefit from more comfortable homes or offices, to banks that benefit from the increased value of the buildings and new lending activity for value increasing renovations.

From government and national GDP that is boosted by increased construction sector activity, to local authorities whose energy saving renovations help free up money for other important local services.

From leading energy companies providing customer focused energy services to maintain and grow their customer base, to local construction enterprises investing in new skills to deliver better places for better pay.

Renovating and regenerating our built environment will involve all these stakeholders and more, working closely in collaboration to develop a stronger sense of common interests and values – **to start moving in the same direction.**



# BUILD UPON: 2 Years to Make a Difference

Stakeholders from 24 countries across Europe came together in London in March 2015 for the launch of BUILD UPON. Ministries, municipalities, industry leaders, financiers, not-for-profits and other key organisations joined forces to look at the challenge that lies ahead, and to create a fresh perspective on how we approach it.

The timing of BUILD UPON's launch is significant. Why?

The EU requires each of our countries to establish, deliver and maintain a national renovation strategy, a task which had to be done for the first time by 30 April 2014. A year has already passed. **So, how are we doing?**

Because all the stakeholders who have a role in this agenda are not yet working closely in collaboration, they're not moving in the same direction – and countries are struggling to deliver the renovation revolution Europe needs. **Many of the individuals and organisations who have a key role to play aren't even at the table yet.**

However, from BUILD UPON's launch we have two years to build a critical mass of support, and deliver more ambitious v2.0 strategies ahead of the EU's next deadline: **30 April 2017.**

There are two years to come together, and ensure we are moving in the same direction by partnering more effectively. **We believe we can.**

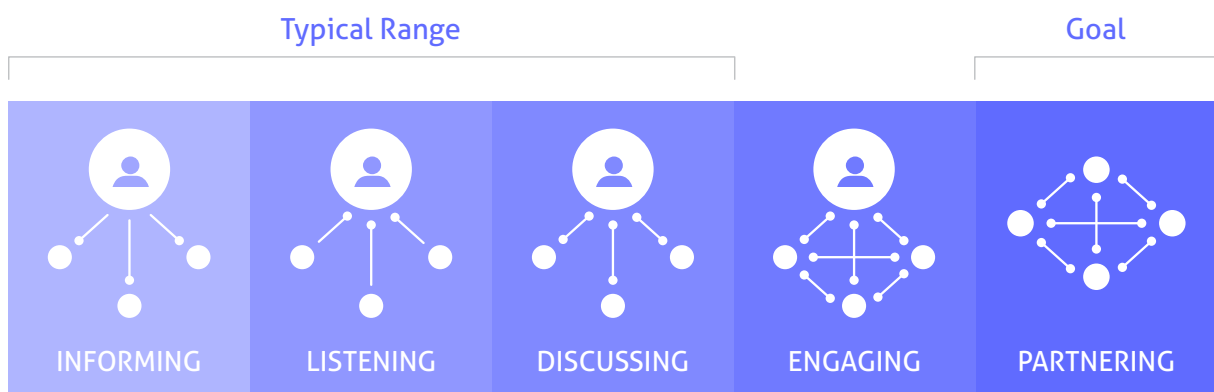
## LAUNCH OBJECTIVES

Our objectives for BUILD UPON's launch were to:

1. Set the scene for the challenge that lies ahead of us;
2. Set out the BUILD UPON process, to empower stakeholders to get engaged and play their part; and
3. Explore multi-stakeholder processes, to learn how we can build a high-impact community together.

The unusual approach of opening up our very first meeting as a project team to everyone was aimed at involving others in guiding, shaping and owning the project from Day 1. This process of **co-creation** is what defines BUILD UPON. Our central aim is to support and facilitate stakeholders in working together this way.

## STAKEHOLDER INVOLVEMENT IN POLICY DESIGN PROCESS



# Setting the Scene



## Welcome to the BUILD UPON Community

**Emilio Miguel Mitre**, BUILD UPON's Coordinator and Director of International Affairs at GBC España (Spain), opened the launch event by explaining the rationale behind the project and why the EU's Horizon 2020 Programme funds 'coordination and support' projects like BUILD UPON: *"In theory all the elements, pieces and parts are there, but in reality they do not work together."* **The project is not a new renovation initiative**; there are many already. It simply aims to make this complex landscape of initiatives and stakeholders easier to understand, and provide a space in which they can work together on the renovation strategies.

The European Regional Network that is supporting the project is built on the strength and importance of dialogue between European countries: *"We are very similar but we are also very different, and our differences are our main wealth."*

For Spain, as for many countries, BUILD UPON explicitly builds upon existing collaboration between stakeholders around the national renovation strategy. The work of the 'GTR' has been bringing stakeholders together for a number of years to build a common vision for Spain's national renovation strategy, and has helped government establish Spain's v1.0 strategy.

## CASE STUDY

### GTR (Grupo Trabajo de Rehabilitación) – Spain

*The 'GTR' or 'Working Group for Rehabilitation' is a multi-stakeholder group of experts from academia, the professions, social housing sector, NGOs and industry, who have worked together on a series of reports recommending a framework for Spain to scale-up renovation activity.*

*The GTR is coordinated by BUILD UPON Coordinator GBC España, alongside Fundación Conama, one of Spain's foremost environmental non-profits. The GTR's reports represent the first quantification of the opportunity that building renovation offers the Spanish market.*

*The most recent 2014 report also sets out an analysis of the policy framework needed in Spain to fully implement its national renovation strategy, and has been referenced multiple times in Spain's official v1.0 strategy. It is co-authored by Albert Cuchi (Barcelona PolyTech University) and Peter Sweatman (Climate Strategies), and has been created with the input of a multi-disciplinary international advisory board.*

**Read more:** <http://www.gbce.es/en/pagina/gtr-2014>





# ARUP

## A Vision for a National Renovation Strategy

Chris Jofeh, Global Building Retrofit Leader at Arup (UK), set out a clear vision for the delivery of a programme to renovate 26 million homes in the UK, which will be fully detailed in an upcoming report Arup are leading on.

*"If it's done well it'll bring enormous benefits to the country, improved energy security, reduced energy bills, the elimination of fuel poverty, reduced demand on the health service, increased gross domestic product, reduced greenhouse gas emissions and quite a lot more. It'll be very difficult to do but I think it is achievable and we all have a part to play."*

Seeing this narrative set out in a single image demonstrates that despite all the complexity of the challenge, a clear narrative shows it is achievable: we must now create common understanding around that narrative to deliver it.

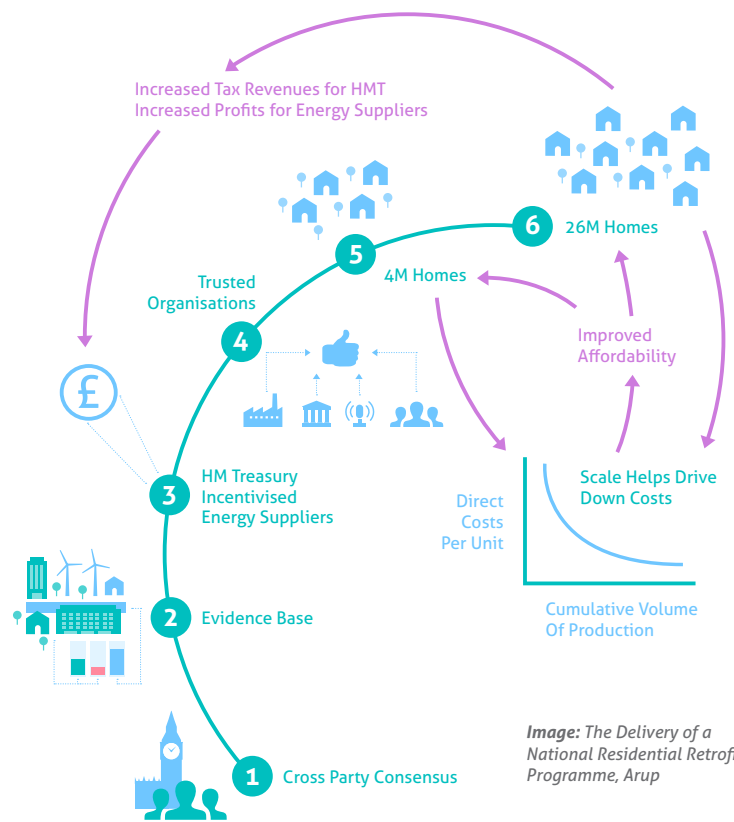


Image: The Delivery of a National Residential Retrofit Programme, Arup





THE INSTITUTE FOR  
**STRATEGIC  
CLARITY**

## How Other Networks are Leveraging the Power of Communities

**Christoph Hinske**, Contributing Fellow at the Institute for Strategic Clarity (**Germany**) introduced ISC's work on multi-stakeholder dialogues in other sectors and geographies, and their research in the field of '**Ecosynomics**': a framework that helps actors understand the agreements that impact their outcomes and change them to achieve the impacts desired.

Amongst a series of case studies, he presented how Vermont arrived at a legally binding 2050 goal to meet 90% of its energy needs through renewables and increased efficiency: "By moving, and changing the agreements of how to interact, and starting to understand how they have to align, stakeholders were able to create the Comprehensive Energy Plan."

ISC is working with BUILD UPON to help the project explore different interconnected levels and methods of stakeholder empowerment:

1. Stakeholder empowerment focusing on public relations and awareness raising (typical existing level for renovation initiatives);
2. Stakeholder empowerment focusing on participation (the main focus of BUILD UPON);
3. Stakeholder empowerment focusing on paradigm shifts – offering opportunities to develop new skills, competencies and values (being explored by BUILD UPON).

## CASE STUDY

### Energy Action Network in Vermont, USA

The Energy Action Network (EAN) is an active network of non-profit, business and government leaders working to transform Vermont's energy economy by focusing on four leverage points:

1. **Capital Mobilization:** Transitioning from fossil fuels to renewable energy sources will require money. EAN is focused on identifying public/private partnerships and innovative investment strategies that will help jumpstart new energy systems in Vermont.
2. **Technology Innovation:** EAN is focused on implementing new technologies in Vermont and showing other states how renewables and efficiency can work.
3. **Regulatory Reform:** EAN is working closely with government agencies to remove obstacles and provide incentives to help streamline Vermont's transition to a cleaner, more efficient, renewable-based energy economy.
4. **Public Engagement:** EAN is focused on communicating more clearly how the current energy system is broken and why a transition to renewables and efficiency is consistent with Vermont values.

*EAN not only created a way to find common ground among people/organisations with divergent views, but also created a structure for on-going collaboration toward a goal that is decades away.*

**Read more:** <http://eanvt.org/>



wbcscd

## Multi-Stakeholder Processes in the Building Sector

**Roland Hunziker**, Director, Energy Efficiency in Buildings at the World Business Council for Sustainable Development (**Switzerland**) presented the Energy Efficiency in Buildings (EEB 2.0) 'Laboratories' hosted by WBCSD around the world.

A detailed account of the recent Laboratory in Poland was presented. "What we're trying to do is to really unlock investments in these markets by addressing the shared value. It comes back to what does 'value' mean? Is it just my value, or is it a common value that we can all unlock?"

EEB 2.0 is run in partnership with the International Energy Agency, Urban Land Institute, World Green Building Council and WBCSD Global Network. Laboratories have taken place in China and the US, and are ongoing in India, Brazil, Benelux, Indonesia, Malaysia & Singapore.

## CASE STUDY

### *EEB Laboratory Poland*

The Energy Efficiency in Buildings Laboratory in Poland convened a wide range of local stakeholders and international experts to investigate barriers and identify enablers for greater market uptake of energy-efficient buildings in Poland. The Lab was organized by the World Business Council for Sustainable Development together with the members and partners of its EEB 2.0 project.

Through a process of stakeholder interviews and thematic roundtables informed by a market review, the EEB Lab developed 20 recommendations for action addressing the principal barriers to market transformation identified by the stakeholders in the building value chain who were interviewed during the Lab. The recommendations address four broad barriers:


1. Lack of awareness and leadership;
2. Lack of knowledge and skills;
3. Lack of support for long-term policy;
4. Lack of multi-stakeholder engagement

Read more: <http://www.wbcscd.org/buildings.aspx>

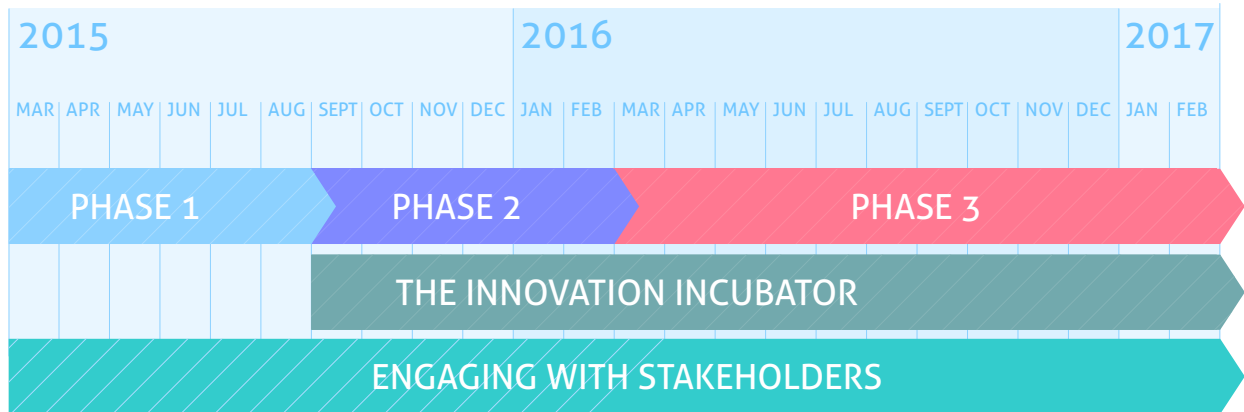





# The BUILD UPON Process


 [Download the Project Summary](#)

 [View the Prezi](#)




 **PHASE 1**  
Mapping the existing landscape (key stakeholders, initiatives, expertise).



 **PHASE 2**  
Designing a collaborative community process to strategically build upon and strengthen the existing landscape.



 **PHASE 3**  
Hosting the collaborative community process, inputting into v2.0 national renovation strategies and generating the buy in to deliver them.



 **THE INNOVATION INCUBATOR**  
Shaping project concepts on Financial Innovation, Business Model Innovation, Public Sector Innovation, Behavioural Innovation, for launch within the BUILD UPON community.



*"We realise one of the key challenges of this project is not that there's too little information, there's too much, and it's a question of how you identify the needles in the haystack; how do you identify what are the good initiatives, why they're good, what were the success factors, and could that be replicated into another country?"*

**Ondrej Sramek**, Board Member, CZGBC

*"We're trying to transfer knowledge from different multi-stakeholder processes, methodologies and techniques which have been developed in other markets and in other sectors."*

**Sebastiano Cristoforetti**, GBC Italia

*"It's not about an incremental improvement in what we're doing, it's about back-casting from a future vision of a high quality built environment. We're creating a collaborative community that will continue to work after this project."*

**Pat Barry**, Executive Director, Irish GBC

*"We will look for innovative ideas all around Europe, among you and others. Some of these ideas we already know of, some we'll find, and some we will create ourselves. It's about letting our imagination free in some ways."*

**Bengt Wånggren**, CEO, Sweden GBC

# How Can You Engage?

Key areas where stakeholders will be able to engage and input during the BUILD UPON process include:

**Renovation stakeholder systems maps:** Over 1,000 individual key stakeholder organisations have been mapped across the project countries. Visual stakeholder maps are now being created using Kumu. In our next phase we will be sharing these maps for your input, to help ensure they are a representative picture of the key organisations that need to collaborate on the national renovation strategies.

**Contributing to the RenoWiki:** A review of literature on barriers to renovation has been completed, and we are agreeing a number of high level categories of barriers so existing renovation initiatives (the solutions) can be mapped against these. The aim of RenoWiki is a comprehensive summary of all high impact renovation initiatives across the 13 project countries, to bring clarity on how national renovation strategies can strategically build upon the current landscape and how identified solutions might be scaled-up across other countries.

**Collaborating on workshops and events:** A series of over 80 workshops and events will bring stakeholders together during the project. We are looking for collaborators who want to help us host this dialogue on what 2017's national renovation strategies need to deliver.

**Attending workshops and events:** The majority of events will take place at local level, in major municipalities and the capital cities, with a small number of special European events raising this structured national dialogue to a structured inter-state dialogue. These will be a must for anyone who wants to ensure their voice and views are heard in the national renovation strategy process.



# Exploring Multi-Stakeholder Processes

## WORKSHOP

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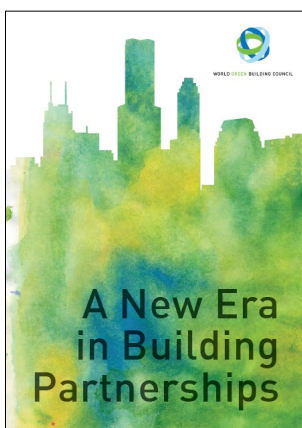
James Drinkwater, Senior Policy Advisor at the World Green Building Council opened the first BUILD UPON workshop at the launch event, providing an overview of WorldGBC's work on multi-stakeholder policy-making processes:

[A New Era in Building Partnerships.](#)

He outlined the example of Denmark's national renovation strategy, which was created through a large consensus building process, before detailing how similar partnerships have been built successfully in countries around the world.

The afternoon workshop was structured around discussion of the phases for building collaborative communities outlined in WorldGBC's [A New Era in Building Partnership](#) report, and what BUILD UPON needed to consider in relation to these:

1. Stakeholder Mapping and Engagement
2. Creating a Common Mission
3. Structuring the Platform
4. Delivering Solutions
5. Securing a Legacy



## CASE STUDY

### Denmark's Network for Energy Retrofit

*The 2012 Danish Energy Agreement aims to ensure Denmark's entire energy supply - electricity, heating, industry and transport is covered by renewable energy in 2050.*

*Energy efficiency improvements are crucial if Denmark is to reach this vision. Recognizing the opportunities within the built environment, the Agreement required a comprehensive strategy for reduction of energy consumption in existing Danish building stock to be put in place by the end of 2013.*

*To gain knowledge, ideas and experiences from those involved in the building industry, Denmark's Minister for Climate, Energy and Construction, Martin Lidegaard, established a 'Network for Energy Retrofit' in September 2012. This Network included 43 key organizations, who in turn invited further stakeholders, resulting in around 200 participating organisations.*

*Participants were divided into four working groups dealing with different building typologies: single family houses; flats; public buildings; and commercial buildings. Two further working groups examined cross-cutting issues: financing and economic security; and innovation and green businesses.*

*The Network held a series of meetings and conferences, during which participants created an 'Initiative Catalogue' of draft policy recommendations to promote and improve energy reductions in existing buildings. This catalogue was presented to the Minister at the end of May 2013 and informed the basis for Denmark's national renovation strategy.*

**Read more:** [http://www.worldgbc.org/files/1813/9254/0062/Policy\\_Case\\_Study\\_-\\_Denmark.pdf](http://www.worldgbc.org/files/1813/9254/0062/Policy_Case_Study_-_Denmark.pdf)

# Workshop Feedback

A comprehensive record of all workshop feedback has already been fed into the project team to help shape the BUILD UPON process. In this report we highlight a few of the key points raised.

## Stakeholder Mapping and Engagement

- **Engaging the Demand Side:** A critical challenge for BUILD UPON will be to engage more demand side actors with the national renovation strategy process: residential owners, corporate occupiers, investors etc. Motivations of both engaged and disengaged demand side actors need to be better understood.
- **Focusing on Banks:** Within the demand-side, banks were singled out as a particularly key stakeholder; retail bank networks are an important customer interface, and are not engaged in the renovation strategies dialogue in most countries, despite the fact many are active in lending for general renovation projects. It was noted that the current 'incentive' structure of public finance often subsidising significant parts of renovation projects actually serves to reduce the value case to private lenders.
- **Increasing Understanding Across Government:** Government representatives noted the importance of stakeholders helping them increase the understanding of the multiple socio-economic benefits of robust renovation strategies across government, and getting buy-in from other Ministries (particularly Finance).
- **Identifying the 'Unusual Suspects':** This group are particularly important to BUILD UPON, as they represent the 95% of the population that is not yet part of the renovation dialogue. Some of the groups identified as levers for wider engagement included: faith groups, children and younger people, the elderly, those with disabilities that create building accessibility issues, artists, schools, the healthcare sector and local doctors, sports clubs, IT entrepreneurs, local hairdressers and psychologists. Starting

by better understanding how these groups may already value building renovation rather than starting by trying to communicate the value of energy efficient renovation was noted as important.

- **Tracking Changes in the Stakeholder System:** It was highlighted that the BUILD UPON stakeholder maps need to be dynamic and track change over time, such as where influence is, and whether alignment with a common mission is increasing. Every report on renovation recognises stakeholders are fragmented; if BUILD UPON is aimed at resolving this fragmentation it will have to get smart about how to track this.

## Creating a Common Mission

- **Communicating a Simple Message:** There are many interest groups with many messages around this issue, and a simple message would be needed to 'cut through the noise' and align stakeholders. The Nordic Built Charter was given as an example of a high level message to aid dialogue rather than focus on detail.
- **Understanding the Unique Contribution of Stakeholders:** The unique role of each different stakeholder over time must be made clear, so everyone understands their role in relation to others, and understands their value add and the specific value they will receive from contributing.
- **Discussing Resources Openly:** Many of the organisations in this area have similar and often competing funding models, through membership, grant funding etc. There is a need to talk more openly about how resources can be shared and how organisations can work together more strategically to achieve common goals without threatening the funding model of any one organisation versus another.
- **Aiming for Cross Party Support:** The project should seek cross party support for the national renovation strategies, without linking to specific political parties.

## Structuring the Platform

- **Using a Partnership Model:** BUILD UPON will likely not have a single organisational structure, but engage lots of partner organisations in its culture and mission. Some groups noted that it would be important to empower other catalysts for renovation: other groups who may have a multiplier effect. Creating alliances with associations of actors was seen as key moving forwards and ensuring joint ownership over the project.
- **Taking a Sector Approach:** The BUILD UPON process cannot afford to talk about 'buildings', as failing to specify building type in dialogue causes confusion and disengagement. Residential, office, retail and other sectors are fundamentally different from one another, so a sector approach when engaging stakeholders and structuring the process is needed. This supports the approach of Denmark's Network for Energy Retrofit. Structuring around themes was also discussed. The anticipated difficulties of structuring inter-state dialogue around either sector or theme should be explored, given differences across Europe.
- **Linking National and Local Levels:** Some interesting example of how to engage regional groups were discussed. 'Green Business Clubs' in the Netherlands put together communities of local leaders, create a culture of collaboration between them, and then initiatives can start to be mobilised. In the Netherlands these are part facilitated by the central Dutch GBC. Ireland's community based funding scheme was discussed, where funding for project managers who can interface with communities is provided.
- **Outlining How Other Countries Can Engage:** It was recommended that the project specifically highlight how and when other countries outside the 13 focus countries can plug into the BUILD UPON process.



## Delivering Solutions

- **Defining Success:** The project needs to define success, but this will likely need to be done with diverse stakeholders to ensure buy-in to these results, and to create a better understanding of why renovation is an opportunity for each stakeholder. It was felt that we must reach a consensus by end of the process, but precisely what that consensus would be shaped with others. Discussions about what success might look like included:
  - High level political commitment to scale-up renovation, and clear commitment from key stakeholder groups to making it happen. A sense of joint responsibility.
  - A culture of co-creating national renovation strategies (governments and stakeholders).
  - Moving to a systems thinking approach rather than a linear approach, to ensure integrated, joined-up thinking and action between stakeholders to move things forward.
  - Awareness, buy-in and demand from building users.
- **Managing Expectations:** BUILD UPON must inspire and engage, but not over-promise what it can achieve in a short space of time. The process is one of trial and error. A focus on identifying knowledge and awareness gaps for future renovation strategies processes to deal with will be important to deliver solutions over the long-term.
- **Short-Term Wins:** Creating and celebrating short-term wins would be important to keep up the level of engagement, to eventually create the desired long-term change.

## Securing a Legacy

- **Developing Metrics to Track Real Outcomes:** BUILD UPON is focused on generating a critical mass of coordinated support for the renovation strategies. We must develop smart metrics to track whether there are real outcomes in the market in terms of renovation activity stemming from this collaboration.
- **Preparing to Turn Failures into Learning:** We need to be prepared for failures along the way. These will be extremely important to the BUILD UPON process of learning how the Europe Regional Network can mobilise impactful multi-stakeholder processes, and should be turned into valuable learning opportunities – to ensure success over the long-term.
- **Supporting Collaboration over the Long-Term:** The need to not just create a culture of collaboration over the next two years, but to continue to keep this up after the project was highlighted as important. The Europe Regional Network is one proposed vehicle for this, but this will involve the support of many actors both within and outside the Network.
- **Clarifying Post-April 2017:** Governments and stakeholders need to be clear what is happening after the v2.0 strategies are delivered on 30 April 2017. It was acknowledged this is a long-term project.
- **Looking Beyond Energy:** Optimising our existing buildings is about more than just energy efficiency, so expanding the dialogue, bringing in a wider range of interest groups could be a legacy aim of the projects.

## CONCLUSIONS

Collaborative multi-stakeholder processes like BUILD UPON were largely new territory for many attending stakeholders. There was therefore a tendency to immediately focus on technical renovation strategy matters, although this produced some excellent feedback which has been integrated with project plans.

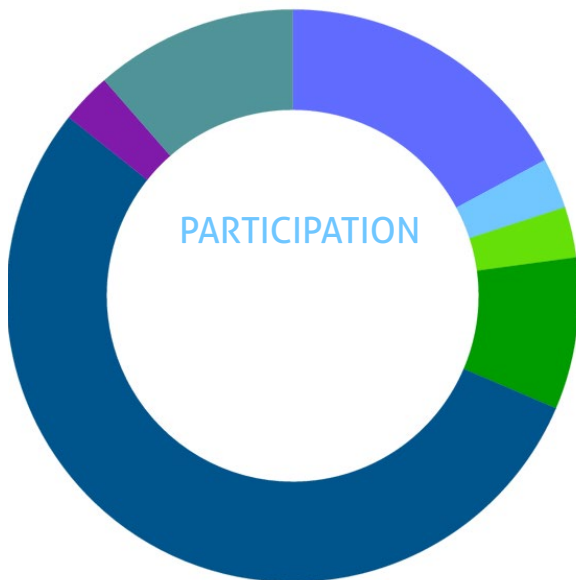
It is consequently considered important that BUILD UPON focus sufficient time in its first year cultivating a deep understanding of multi-stakeholder processes and the tools for conducting these successfully, so the core community can truly co-direct the process. The Resources section of this report therefore highlights a number of useful tools in this area, as well as tools with further technical details on renovation strategies.

The level of engagement and enjoyment of participants at the launch was high, and is a level we now need to work hard to maintain! We're looking forward to working together with you all over the next two years.



# Workshop Participant Analysis

BUILD UPON aims to reach all the key stakeholder audiences that need to be collaborating on the national renovation strategies. The breakdown of participants to the launch workshop by key target audience (discounting Green Building Council staff) was as follows:



Construction Businesses are the strongest represented community to date, with Architects, Engineers and Manufacturers being the key groups represented at the launch. The imbalance between supply and demand side will need to be balanced going forward.

Target audiences not present at BUILD UPON's launch and subsequent areas of priority focus include:

- **Building Users**
- **Research & Academia**
- **Unusual Suspects:** The project has just started to formally identify these groups and their representatives.

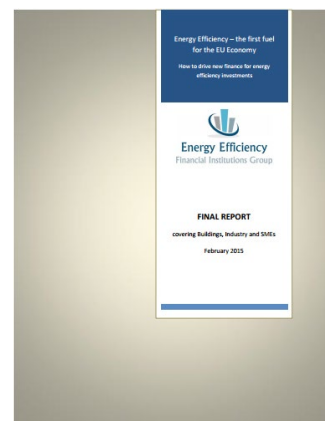
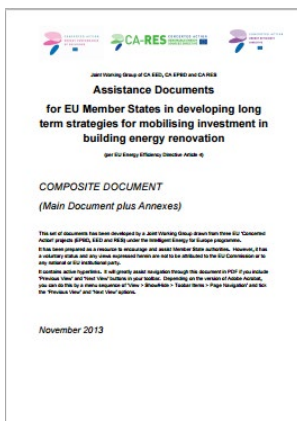
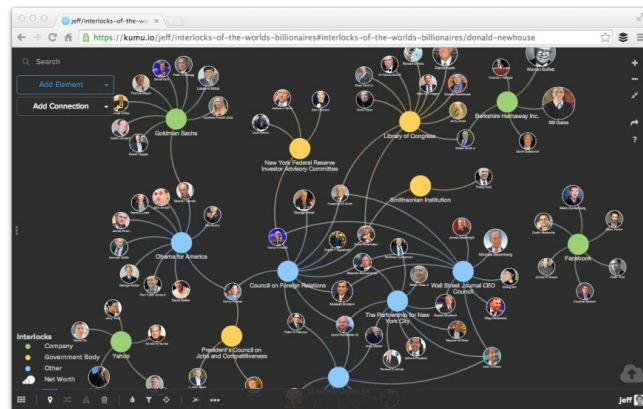
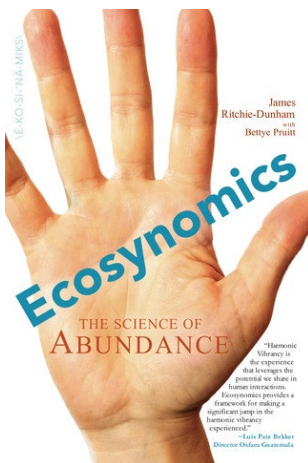
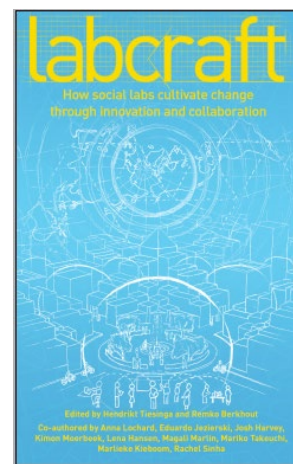
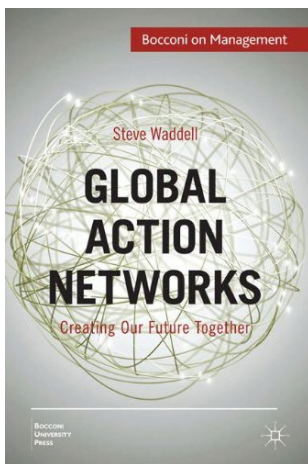
The geographical coverage of participants was as follows:



Austria Belgium Bulgaria Croatia Czech Republic Denmark Finland France Greece United Kingdom Hungary Ireland Italy Latvia Netherlands Poland Romania Slovakia Slovenia Spain Sweden Switzerland Turkey Germany

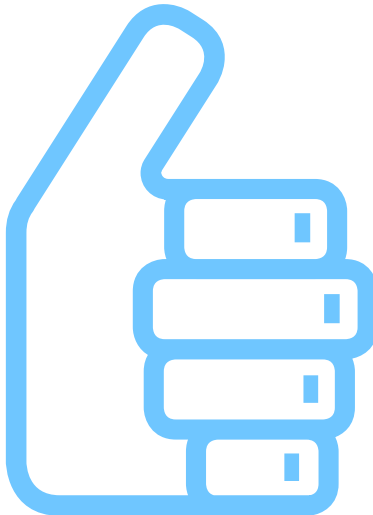
## FURTHER RESOURCES

BUILD UPON aims to provide community builders and community leaders with tools to help them achieve their common missions. Here are just a few of the great resources we've been exploring in the early phases of the project. Just click them to find out more.





# BUILD UPON



A PROJECT BY



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 649727.